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# Sales Management

## SHOULD SALESMEN GET MORE GASOLINE?

The pensive little guy might well be almost any salesman in the now gas-rationed area — or anywhere in the U. S. after another three months or so, since further restrictions surely are coming, and selling, with few exceptions, is not on the preferred list of occupations.

But your editors believe that it is not unpatriotic and is in the national interest to continue sales work so long as it does not interfere with the one absolute essential — the winning of the war in the shortest possible time — and that the OPA officials will react sympathetically to a concrete plan for increased rations for sales travel for those salesmen who have cut recreational and social travel to zero, who have shortened their routes, who are utilizing other forms of transportation, plus the mails and telephone, to the fullest possible extent, and yet who are unable to cover their territories on the present ration.

See page 15 for a detailed statement of what SALES MANAGEMENT is planning to do if readers supply detailed case-history facts which prove that even restricted sales travel cannot be maintained under the present rationing rules.



Can't I sniff around a little?

THE MAGAZINE OF MODERN MARKETING



## Why do they advertise when they have nothing to sell?

Owners of brand names with aggregate value of billions of dollars have enlisted their entire productive ability in the national war effort. But, although they now have nothing to sell to the general public, many continue to advertise. Why?

Business history clearly shows that a blackout of a brand name can be far more disastrous to a business than a bombing of a plant... It is a well-known fact that markets lost through failure to advertise are next to impossible to regain. So, to assure post-war prosperity for their businesses, and recognizing their responsibility to take part in

preserving our national economy, farsighted managements allow no blackout of their brand names.

☆ ☆ ☆ ☆

There are many ways to keep your product's name alive. A few suggestions are listed in the panel on this page. For some businesses a mailing at regular intervals of only a few thousand folders based on any of these subjects will suffice to maintain business identity, for others, publication advertising is required. Whichever the case, let there be no blackout of your good name.

**KIMBERLY-CLARK CORPORATION • Neenah, Wisconsin**

*Manufacturers • Established 1872*

NEW YORK: 122 E. 42nd St. • CHICAGO: 8 S. Michigan Ave. • LOS ANGELES: 510 W. 6th St.

### TO KEEP IN BUSINESS KEEP YOUR IDENTITY!

#### Make Contacts with Paper and Ink

Promote sale of Government bonds and stamps.

Promote national unity.

Tell about your war work.

Tell about prospective improvement of your line.

Tell reasons for scarcity of your merchandise.

Advertise products you can supply.

Discourage hoarding of your products.

Tell how to conserve your products.

#### Trufect \*

For Highest-Quality Printing

#### Kimfect \*

Companion to Trufect at lower cost

#### Multifect \*

For volume printing at a price

#### Levelcoat \* PAPERS

® TRADE MARK

**OF COURSE IT'S TWINS...**

*just the way we planned!*



**NO SURPRISE** to us (or to anybody else who's aware of what's been going on over at our house) is the arrival of the new Mutual Twins. Have you met them yet?

First we give you Market Dominance. After building stronger, better stations where power counts most, Mutual now ranks third-or-better in popularity in all but two of the 14 U. S. cities of over a half-million population. These stations alone serve 44% of all U. S. radio homes...and Mutual is even more popular in smaller cities. Up to four times as popular, according to recent research.

Now we give you Lowest Cost. Mutual's new rate plan provides more for your money than any other network. An evening half-hour on the full network (over 200 stations) costs as little as \$6,015. You have free selection of supplementaries. Minimum network requirements are lower than ever and volume discounts are higher than ever. For additional unique economies, see Rate Card No. 10.

These are the new Mutual Twins...Market Dominance and Lowest Cost. The better you get to know them, the better you'll understand Mutual's delivery of

**Dominant Stations in the Markets Important to You...at Lowest Network Cost**

**THE MUTUAL BROADCASTING SYSTEM**



## "I Christen Thee—"

Despite numerous proposals of pure-intentioned W.C.T.U.'s and not-so-disinterested business men to christen ships with milk, orange juice, Coca-Cola and miscellaneous beverages, nobody around a shipyard would ever use anything but champagne at a launching.

And nowadays, with a two-ocean Navy and Liberty Ships galore sliding down the ways, the number of champagne bottles smashed on prows runs into several figures. (Exactly how many? Wouldn't you like to know, Mr. Hitler?) It's enough to keep Velma Walker busy wrapping them all day long in the champagne cellar of Roma Winery, Fresno.

Only quart-size bottles of "bubbly" are used. First step in dressing them, by the process which Miss Walker originated, is putting on a wire mesh bag. This prevents flying glass when the sponsor bangs the bottle. Next red, white and blue ribbon and bows with a rosette in the center are attached. One of these bows is fixed just below the neck of the bottle with a few streamers hanging from it. At the top and bottom go two more rosettes, which aid in binding the ribbon. Two 60-foot streamers permit the bottle to hang from the deck to where the impact is made. After the christening, the broken bottle—snug and safe within its sheath—is hoisted on deck and kept in the captain's cabin as a good luck token until the ship is finally commissioned.



Velma Walker would rather dress champagne bottles in wire mesh, red, white and blue ribbon, and rosettes, and send them to war, than clothe them with flimsy straw skirts for Cafe 21.

Roma Winery gives Miss Walker full credit for designing what the well-dressed champagne bottle will wear. She was a seamstress before she started in Roma's bottling department. Later she became secretary to B. B. Turner, vice-president and general manager.

The wire mesh bag and ribbons must not be too thick or the bottle won't break. (One sponsor whacked a bottle 13 times before it broke on the steel bow.) Yet they must be solid enough to prevent flying bits of glass.

SALES MANAGEMENT, published semi-monthly, on the first and fifteenth, except in April and October, when it is published three times a month and dated the first, tenth and twentieth; copyright September 1, 1942, by Sales Management, Inc., 34 North Crystal Street, East Stroudsburg, Pa., with editorial and executive offices at 386 Fourth Avenue, New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second class matter May 27, 1942, at the Post Office, E. Stroudsburg, Pa., under the act of March 3, 1879. September 1, 1942. Volume 51, No. 5.

Bottles are sent "dressed" to shipyards in cases of 12. Some of the larger yards are ordering them in big quantities. Miss Walker, overworked, but bearing up cheerfully, may soon need an assistant.

## Gadgets Garner Grins—and Orders

Are your sales letters pulling like an Army "half-trac"? According to A. Mitchell, Chicago, specialist in advertising novelties, they will if you attach gadgets to them.

For instance, he recently supplied a New York company with 35,000 genuine chicken wishbones which were fastened to sales letters. Orders poured in. The treasurer of a church which had failed to get a single contribution from parishioners with an ordinary letter, stapled a miniature anchor on another letter comparing the anchor to the influence of a strong church on the community. That letter brought contributions of \$1,000 within a week.

Hart, Schaffner & Marx is among Mr. Mitchell's best customers. In the last three years H. S. & M. has used between two and three million gadgets on letters. These go to consumers under the name of a local clothier but are mailed from Chicago. Gadgets have included a red lantern, a horseshoe, a blue poker chip, a pair of dice that always turn up "seven," a short pencil, and an old fashioned handle-bar mustache.

Such out-of-the-rut quips and quirks provide Mr. Mitchell's bread, butter and dab of jelly. Of ways to make a living there are no end.

## We Can Hardly Wait

To the average worker who carries a Social Security card (and there are 40,000,000 such workers) his 1% salary contribution to Social Security is just a nuisance tax. Benefits? He has never given much thought to them; something, perhaps, that may concern him when he reaches the doddering old age of 65.

Earl B. Shields, Chicago ad agencyman, found this out after he had devised a simple Social Security calculator. By turning a dial it shows what benefits a worker will draw at age 65 if his salary has been from \$100 to \$250 a month for 5, 10, 20 or 30 years. What his wife, widow, widow and one or two children would get are also shown on the handy little gadget. He tried it out on a salesman friend.

"Jim," he asked, "how much do you think your Social Security card would be worth to Mary and the youngsters if you should die tomorrow?"

"Why, nothing I guess," said Jim.

Jim's eyes bugged out when the calculator gave the answer. He has been paying on the maximum salary of \$3,000 a year for the five years the Social Security Law has been in effect. His wife, Mary, is 35, his two children are three and one year old. Based on these facts, Jim's family, in the event of his death would collect over the years more than \$18,000. His total payments of "premiums" on that insurance have been only \$150.

At the other end of the benefit range is Jim's father, also covered by a Security ten-digit number. He was 55 when the law started operating. His salary was \$150 a month. In another five years he may retire and draw benefits for the rest of his life. His wife, a year younger, will be eligible in six years for benefits equal to half those of her husband. Their total contribution, 1% of salary, will have amounted to \$90, but if they live to be 75 they may collect \$5,880, with an additional \$588 for each additional year they both live. It is easily possible for them to collect over \$10,000 for their \$90 "premium."

Such pleasantly surprising facts interested Jim, as they would any worker, and Mr. Shields believes he has a device with a wide appeal. "There is almost universal lack of knowledge of Social Security and its benefits, particularly its very substantial payments



## APT TO BE OVERLOOKED

are the steadyng women folk behind the country's industrial war workers ... those understanding, devoted women who make tired men look forward to coming home. Let's have an Army-Navy "E" for the *women*, for those thousands of anonymous homemakers who make over tired men and send them back to work full of pep.

Will your advertising for '43 sufficiently recognize such women? They have

money to spend as never before and they are *spending it* ... on food (for the working man has always believed in good eating), on home furnishings, on children and having more children, and on themselves ... on looking beautiful! Don't minimize that last. A spruced-up Missus is tonic to her man. Cultivate these women ... cultivate them in specialized magazines geared to their reading taste.

## MACFADDEN WOMEN'S GROUP

Five magazines, editorially akin, reaching a homogeneous group of young, married "Judy O'Gradys." All five magazines offer entertainment, offer escape; but also, true to the Macfadden standard, all five magazines

offer inspirational, real-life lessons in simple, upright living. The Group buy affords more circulation for advertising dollars ... more working-class homes, homes not reached by other women's magazines.

TRUE ROMANCES • TRUE EXPERIENCES • TRUE LOVE • RADIO MIRROR • PHOTOPLAY  
SEPTEMBER 1, 1942



The woman behind the man  
behind the man behind the gun

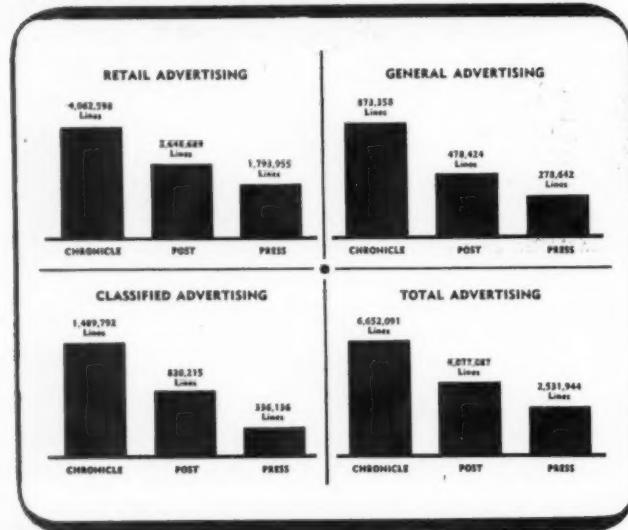


• When your "mission" in Houston is "to sell," it is "accomplished" quicker, better and more economically with advertising in The Houston Chronicle.

This explains why retail, general, classified—all major types of advertisers overwhelmingly prefer The Chronicle.

And—The Chronicle can do the job ALONE!

#### HERE'S THE RECORD FOR FIRST SIX MONTHS OF 1942 FROM MEDIA RECORDS:



## The HOUSTON CHRONICLE

FIRST IN CIRCULATION AND ADVERTISING FOR THE 30TH CONSECUTIVE YEAR

R. W. McCARTHY  
National Advertising Manager

THE BRANHAM COMPANY  
National Representatives

TO SELL HOUSTON BUY CHRONICLE TEXAS' LARGEST DAILY

for dependents in the event of a worker's death," he explains. "The concrete information is pretty hard to dig out of the Social Security Board's literature. Even officials admit this."

His cardboard calculator was designed primarily as an advertising giveaway (with space for a sales message), or as a box top-and-dime premium or inquiry stimulator.

He hopes that before long a whispering sound will be heard in the land caused by people turning the dial, fluttering calendar leaves and wistfully muttering, "Gosh, won't my 65th birthday ever come?"

#### What to Give the Boys—and Girls

Any woman who frets over the problem of what to give men for Christmas and anniversaries should find stimulus in visiting R. H. Macy's new Gift Package Canteen. The gift assortments shown are for men in service, but they represent composite masculine taste. Moreover, they were chosen only after weeks of preliminary research, consisting, in part, of a survey of former Macy employees now in service. Questionnaires were sent to 400, and awards of \$5 gift assortments were made for the five best replies. The Canteen has also been publicized in "Sparks" Macy's employee magazine, which is sent to workers now in the armed forces; and they, in turn, continue to send helpful letters on the subject of gifts favored by gobs and doughboys.

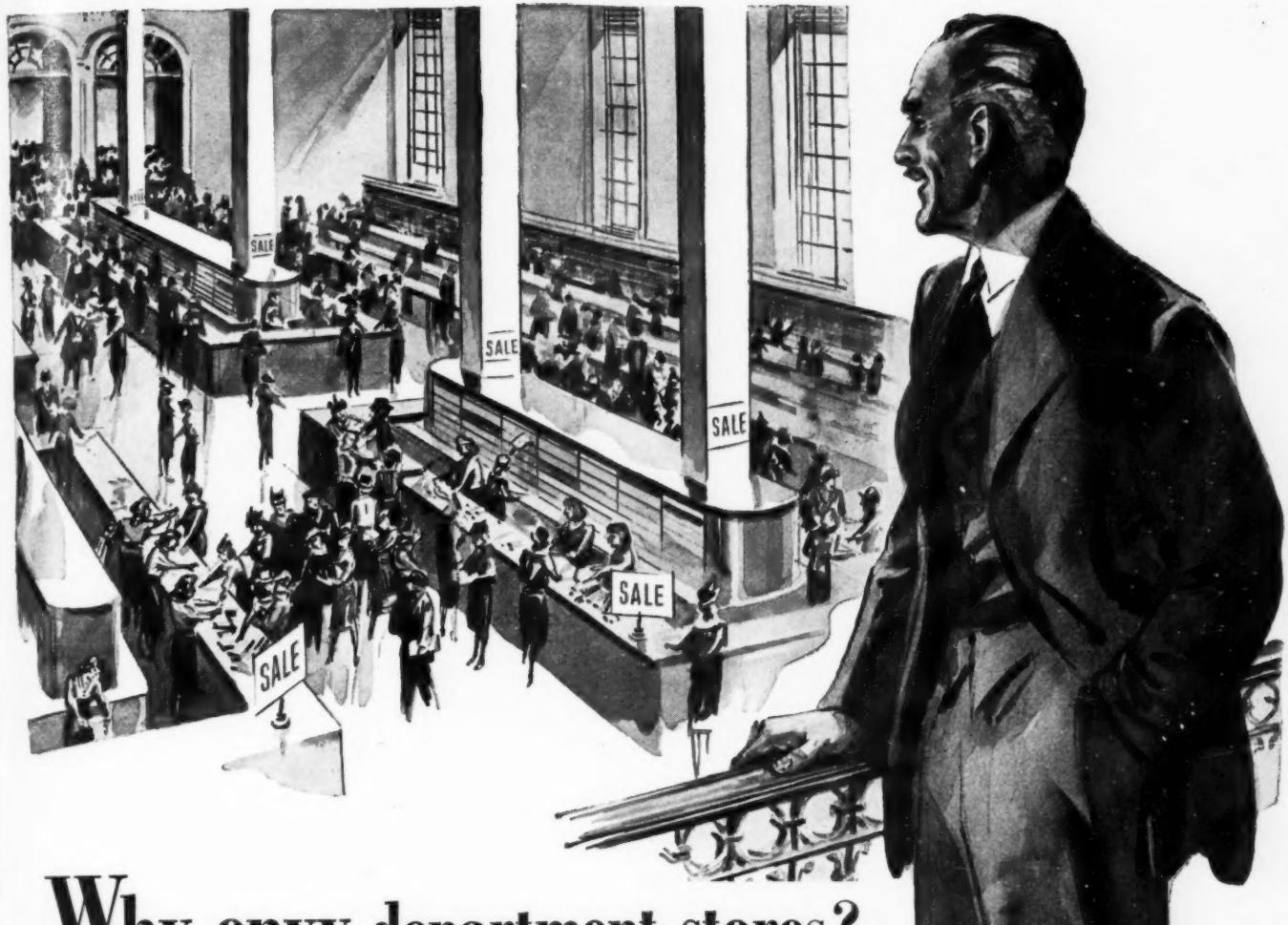
The new department is arranged along "intimate shop" lines, despite the fact that it extends almost across the width of the Macy building, with divisions according to type of merchandise and price range. In the preliminary research it was discovered that almost every fighting man likes candy and cigarettes, so a few such items are included in most assortments. There are individual packages, some devoted chiefly to items of a personal nature, including sewing kits, toilet articles, shoe-polishing outfits, etc.; some devoted chiefly to articles for leisure activities, such as games, books, radios, records, cameras; and some devoted chiefly to good things to eat.

One section is devoted to gift assortments for women in service. The merchandise is of the type that would be welcomed by the average woman who travels a good deal. The majority of items in the assortments are definitely on the feminine and fluffy side—pale pink embroidered silk nightgowns, 98 cent silk stockings, compacts, attractive handkerchiefs, curlers, a toilet kit priced at \$4.64. Utilitarian are eye wash, sewing kits and a box of vitamin tablets. A mystery book priced at 64 cents, in one gift package, indicated that in Macy's judgment women are not so likely to read and discard—since most of the books in the men's assortments are the 25 cent Pocket Edition variety.

A large number of the items in all assortments are packaged under Macy's own brands: Lily White tomato and grapefruit juice, Saybrooke tobacco products, etc. But well-known advertised brands are also included, among them: Weston's Crackettes, Decca and Columbia records, Ronson lighters, Sheaffer repeating pencils, Carter's travel ink.

Much merchandise seems designed for particular needs of men in service. For example, there's a waterproof "wash apron," with pockets across the front for toilet articles, convenient when there's no shelf handy and recommended for absent-minded fellows who forget soap and toothbrush. There's a metal shield that fits around a button while it's being polished, and prevents spattering the uniform. The inclusion of spot remover and shoe-cleaning equipment in a large number of assortments is evidently based on investigation of preferences.

Prices of assortments in the department vary from a little under a dollar to about \$40. Items are also sold individually. For \$2.86 plus postage you could send a writin' fellow a Webster's vest pocket dictionary, a crossword puzzle book, a Sheaffer repeating pencil and three packages of cigarettes. For \$8.39 you could send your game-loving friend a pair of boxing gloves (\$6.98), a deck of cards, some Put-and-Take dice, and a pound of fruit squares—gift wrap, 29 cents extra. There's a \$7.43 assortment consisting of swimming trunks, unscented sun tan oil, sun glasses, polo shirt and a carton of cigarettes. N. B. Don't send this last one to that chap in Iceland!



## Why envy department stores?

Department store advertising gets the forward positions, highest readership, greatest interest! But there's one place where you can hold your own with any department store . . . in the comic sections of the Sunday newspaper!

Metropolitan Group includes twenty-four big city newspapers that big department stores depend on for business . . . has the best comics, with the widest appeal, firmest reading habit (81% men, 79% women) . . . Big space unit, non-competitive—with color! . . . A 12,000,000 circulation, concentrated in major urban markets that account for two-thirds of all retail sales . . . Cost? Pretty low! Compare with r.o.p. rates . . . Investigate!

## Metropolitan Group

Baltimore Sun • Boston Globe • Boston Herald • Buffalo Courier-Express • Chicago Tribune  
Cleveland Plain Dealer • Des Moines Register • Detroit News • Detroit Free Press • Milwaukee Journal  
Minneapolis Tribune & Star Journal • New York News • New York Herald Tribune • Philadelphia Inquirer  
Pittsburgh Press • Providence Journal • Rochester Democrat & Chronicle • St. Louis Globe-Democrat • St. Louis Post-Dispatch  
St. Paul Pioneer Press • Springfield Union & Republican • Syracuse Post-Standard • Washington Star • Washington Post  
220 East 42d St., New York • Tribune Tower, Chicago • New Center Bldg., Detroit • 155 Montgomery St., San Francisco

# Sales Management

VOL. 51, NO. 5 SEPTEMBER 1, 1942

## CONTENTS

### Advertising

Duff's Hot Weather Advertising Ends Traditional Summer Slump ..... 36

### General

Significant Trends ..... 15  
 Dehydrated Food Industries Are Expanding; Tripled Output in '43? ..... 40  
 by Etna M. Kelley

### General Management

Post-War Planning: What Is It? And What Shall We Do About It? ..... 18  
 by A. R. Hahn, Managing Editor, Sales Management  
 Regular Products Banned by War, Thor Finds and Sells Substitutes ..... 38

### Product Design

Designing to Sell ..... 25-26

### Sales Policy

Rumford Cuts 128,222 Miles from Sales Routes; Sales Trend Up ..... 48

### Sales Promotion

Why Let the War Cramp Your Use of Premiums? ..... 33  
 by Duane Jones, Duane Jones Co., New York

### Departments and Services

Campaigns and Marketing ..... 22  
 Comment ..... 60  
 High-Spot Cities ..... 52  
 The Human Side ..... 2  
 Media and Agency News ..... 57  
 News Reel ..... 17  
 On the Wartime Sales Front ..... 26  
 Scratch-Pad ..... 28



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## INDEX TO ADVERTISERS

Aero Digest	10-11
American Builder and Building Age	10-11
American Telephone & Telegraph Co.	27
Artkraft Sign Co.	56
Bakers Weekly	10-11
Beach Publishing Co.	58
Boot and Shoe Recorder	10-11
Booth Michigan Newspapers	42
Box 1020	56
Box 1021	59
Box 1022	59
Brick & Clay Record	10-11
Chemical and Metallurgical Engineering	10-11
The Chicago Sun	12
Chicago Tribune	4th Cov.
Cincinnati Times-Star	42-59
The Detroit Free Press	34
The Detroit News	8
Dictaphone Corp.	37
Food Industries	10-11
Free & Peters, Inc.	58
J. J. Gibbons, Ltd.	58
The Hartford Courant	52
The Biltmore Hotel	52
The Bismarck Hotel	58
The Houston Chronicle	4
The Iron Age	10-11
Kimberly-Clark Corp.	2nd Cov.
KNX (Los Angeles)	32
Machinery	10-11
Marine Engineering and Shipping Review	10-11
Mathias and Carr, Inc.	59
Macfadden Women's Group	3
Metropolitan Group	5
Mutual Broadcasting System	1
The National Geographic Magazine	14
National Transitsads, Inc.	13
New Britain Herald	54
New York Subways Advertising Co.	41
The Oklahoman and Times	29
Pittsburgh Post-Gazette	39
Popular Mechanics Magazine	47
Power	10-11
Railway Signaling	10-11
Ross Federal Research Corp.	51
Sales Management	10-11, 59
San Diego Union Tribune	55
Schenley Import Corp.	3rd Cov.
Strathmore Paper Co.	45
Textile World	10-11
Time	9-43
True Story	53
WBBM (Chicago)	7
WCAE (Pittsburgh)	44
WDRC (Hartford)	57
West Virginia Pulp and Paper Co.	30-31
WHKY (Hickory, N. C.)	35
Winston-Salem Journal and Sentinel	46
Woman's Home Companion	49
WTAG (Worcester)	50
WTAR (Norfolk)	56

Although the editors endeavor to make this list complete and accurate, necessary last-minute revisions may result in occasional omissions or other errors.

# Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending September 1, 1942:

## Should Salesmen Get More Gas?

(CONTINUED FROM FRONT COVER) Let's first set down a conviction which is uppermost in the minds of the SALES MANAGEMENT staff, and with which we know you agree wholeheartedly: *Nothing must interfere with the winning of this war.* We must all be willing to sacrifice ourselves to that end. If the publication of SALES MANAGEMENT impedes the war effort, then we should become a war casualty, and the same applies to your business.

But—up to the point where the development of a commercial business begins to interfere with the war effort—through the use of critical materials or the employment of manpower more urgently needed elsewhere—up to that point commercial businesses should be encouraged to grow and prosper because they produce, directly and indirectly, much-needed tax revenues, they provide employment, they are the necessary nucleus of the changeover period when the war is over.

The Government is quite correct in its contention that selling isn't necessary—that is, not necessary when compared with the services performed by men in the armed forces or by the producers of needed war materials or by the men who transport them.

So if gasoline used by salesmen interferes with these really necessary factors, then salesmen shouldn't have gasoline.

But no one contends that gasoline now allotted to the civilians of the Atlantic Coast states is gasoline taken away from the *essential* factors. The latter's needs are provided for first, which is proper.

Normally selling is essential, and it should be encouraged until—if ever—it impedes the war effort.

Gasoline which salesmen need and want is not gasoline needed by soldiers and the transport industry, but (assuming that no increase is possible in the net total tagged for civilian use) it is some of the gasoline now used only for social and recreational purposes, and that gasoline, we contend, can be used by salesmen in a way which will be of greater help to the nation.

The gasoline we are talking about is the gasoline used in the thousands of private cars (many with B and C stickers) which can be found every afternoon at the race tracks, the resorts, the country clubs and the roadhouses.

If the criterion is to be essentiality, then salesmen should have *more* gasoline, and *less* should be permitted for transportation to the race tracks and similar admittedly non-essential activities.

Selling is more important than the so-called Improvement-of-the-Breed industry, which is the polite term applied to pari-mutuel betting.

The O. Soglow cartoon on the front cover is reproduced through the courtesy of the Office of War Information.

## What Can Be Done About It?

SALESMEN IN THE RATIONED AREAS now receive A cards automatically (48 units of four gallons each, annually), and local boards generally permit salesmen additional B books (16 units quarterly), which adds up to a grand total of 112 units. Figuring, as OPA does, at 15 miles to the gallon, this would mean 6,720 miles, or roughly one-third of the salesman's normal average of 18,791 miles annually. Actually, very few salesmen can average 15 miles to the gallon. Twelve is nearer the actual figure, or 5,376 miles annually.

If all these miles were used for essential sales travel, the salesmen would have about 100 miles a week. Can your salesmen get by with this amount? If not, what can they do about it? The OPA contends that the C books for salesmen (custom-made books fitted to the actual proved needs) shall be limited to salesmen engaged in the sale of necessary productive equipment for farms, factories, mines, oil wells, lumber camps, and similar productive or extractive establishments, or of medical supplies, if the marketing of such equipment by salesmen is essential to the war program. Selling food or farm supplies is not a preferred activity, as it is in the case of tires.

Some salesmen—more perhaps, than is generally realized—can also qualify under item 12 of Preferred Uses—"construction, repair, or maintenance services, transportation of equipment or materials; specialized services to agricultural, extractive, or industrial establishments."

Note this: *Servicing*, as compared with just *selling*, is considered important by most of the local boards and by OPA headquarters. *Delivery* is also considered important. Thus if a salesman in a sparsely settled area engages in the delivery of the commodities he sells, and other means of delivery are inadequate, this will help to show that distribution by the salesman is necessary.

The majority of salesmen cannot now qualify for any preferential treatment, and it is unlikely that they ever can, *unless* (but even this is only a future possibility) they present convincing evidence that they are doing all of the following things, and still are unable to carry on a gainful occupation without suffering unreasonable hardships. They will have to prove that they:

1. Have tried to double up with other salesmen working the same territory.
2. Limit personal visits in favor of the mails and telephone whenever possible.
3. Use public transportation systems whenever possible.
4. Eliminate unnecessary calls and back-tracking, concentrate calls within as limited an area as possible.

## The OPA Tries To Be Fair

IT IS APPARENT that the OPA tries to be fair and democratic in its setting up of rationing rules. In its own words, "by allotting the minimum basic amount of driving for all cars, needed transportation by private automobile is preserved; means of regular exercise to motors and tires

are provided; allowance for home necessity driving is made; and a cushion for absorbing the variations among cars of the number of miles obtainable per gallon is established."

But the *little fellow* who is trying to make an honest living by selling is nevertheless getting the squeeze.

As mentioned before, preferential rations are limited to a tightly restricted list of eligibles. We have no quarrel with that list—of doctors, nurses, mail carriers, ministers, those engaged in official government business, etc.

But we believe that the automatic issuance of supplementary rations to "passenger autos forming part of a fleet of four or more of the same type owned and operated by or on behalf of the same person" is essentially *undemocratic*.

The big company which owns and operates a fleet has no important gas problem—but the small company, or the individual, or the company whose salesmen own the cars—they have a transportation *headache*.

## What You Can Do About It

EMERGENCY GAS RATIONING may bring about changes will be lastingly beneficial to certain sales organizations. There will be some which may find that where servicing and selling have been performed by separate individuals, they can now best be combined in one man.

Distribution of actual merchandise by salesmen in their cars is another possibility. If the need for such deliveries can be proved, extra rations will be provided.

If you (or your salesmen) feel that the local board has improperly refused to issue the ration book you think you are entitled to, apply initially to the local board for an adjustment. In some cases the denial may be owing to an error. If the final decision of the local board is adverse, you can appeal to the State Director by filing with the local board a statement in writing setting forth your objections to the decision and the grounds for appeal. File no later than 30 days after receiving the notice.

If one of your salesmen who owns his car has been turned down by a local board, you may suffer delay if you take the appeal. Be sure that it is filed by the salesman. You do, of course, have the right to submit a statement supporting the salesman's claim.

## Where Will They Get the Gas?

YOUR EDITORS BELIEVE that OPA officials are open-minded, that they realize the initial rules will have to be modified, but that no modifications should be made except as solid facts based upon experience indicate that inequalities and unnecessary hardships exist under present rules.

An official OPA release (4604B, revised August 5) called, "The Status of Traveling Men In the Rationed Area" admits that the basic A book is designed to provide 150 miles a month for occupational driving and 90 miles (or 37½%) for "home necessities such as carrying children to school, going to church, meeting medical and dental appointments, and the like."

Now we all know that many automobile owners *need* gasoline only for the second purpose. Millions do not use their cars for occupational driving, but because they get it automatically they can save up enough to give race

tracks their biggest patronage in history while many salesmen face the loss of their means of livelihood.

The extra amount needed by salesmen for occupational travel is not large. If only ten gallons a year were taken away from 5,000,000 car owners who do not use their cars for occupational travel, it would provide 333 extra gallons a year for 150,000 traveling salesmen. It is neither necessary nor desirable to cut out *all* social and recreational driving. The extra gallonage needed by salesmen could be secured by reducing the unit value of an A coupon from four gallons to 3.8 gallons, or from 192 down to 182 gallons a year.

Most salesmen and their bosses do not want any part of black markets—but they know, and so do the OPA officials, that many taxicab drivers and other holders of S cards are selling coupons at a quarter or so to filling station operators, with the latter reselling them without profit to build up their gallonage. Salesmen may be *driven* into patronage of black markets if they receive no relief.

## SM Offers a Plan

THIS IS WHAT WE PLAN TO DO: We will act as a clearing house between subscribers and their salesmen and the OPA officials for vital *facts* about the spread between what the gasoline salesmen *need* and what they *receive*.

Perhaps OPA will continue to sit tight on existing rules. Perhaps it's only wishful thinking, but we do see a ray of hope in this sentence from a letter to SALES MANAGEMENT dated August 15 from Joel Dean, Chief of Fuel Rationing. "We can *as yet* (italics by the editor) find no way to make exceptions to the present regulations for any particular field of business."

If you think that an organized presentation of sales-travel facts *might* result in a more realistic approach toward the problems of traveling salesmen by OPA officials, then send us detailed case histories of some of your men, with such facts as 1. Size of the salesmen's territory; 2. Number of customers; 3. Total number of personal calls required annually; 4. Minimum automobile mileage needed annually; 5. Number of miles possible under present rationing card; 6. What has been done to cut unnecessary calls and towns, to double-up, to use mails and telephone more, to use railroads and buses whenever possible.

Of course, we cannot undertake to fight any battles for individuals. Any case-history facts submitted to us will be used in a general presentation only.

We can't assure you of results. But we do promise to undertake a searching analysis of the case histories which may be presented to us, and if the facts, in our opinion, justify a recommendation to OPA that more gasoline be allowed salesmen for necessary driving, we will approach OPA with a concrete plan which will 1. Show them where the gasoline can be secured without harming the war effort, and 2. Provide rules and regulations which will not automatically give *every* salesman more gasoline regardless of whether or not he needs it, but will confine the extra allotments to those men who are obeying all of the alternatives mentioned in preceding paragraphs, and still are unable to cover their territories.

If you think that such a plan might get relief, your share in the effort must be the supplying of facts to us. The next move is yours.

PHILIP SALISBURY

SALES MANAGEMENT

# NEWS REEL



Serlis

**HARRY G. SERLIS** is appointed assistant general sales manager of Stagg-Finch Distillers Corp., N. Y., the straight whisky affiliate of Schenley Distillers. He has been a sales executive with Schenley since 1936.



Seidel

**K. H. SEIDEL** is named advertising manager of Stagg-Finch. He formerly held the same post with Oldetyme Distillers Corp., a Schenley affiliate.



Wenzel

**PHILIP C. WENZEL** is appointed specialty sales manager of New Richmond Mills, New Richmond, Wis., in charge of cereals and dog foods sold through food distributors. He recently resigned as Mid-West manager in charge of package cheese sales for Borden Co., a position he held for more than ten years.



Goshorn

**CLARENCE B. GOSHORN** succeeds Atherton W. Hobler as president of Benton & Bowles, Inc., N. Y. President Goshorn joined the ad agency in 1937 and has been a vice-president for several years. Mr. Hobler, who is now board chairman, has served as president since 1932.



Close

**JOSEPH K. CLOSE** joins Owens-Illinois Glass Co., Toledo, as manager of the newly created division of market research. He was previously with United States and D'Arcy ad agencies, working on the O-I account.



Brine

**GORDON F. BRINE** is elected vice-president and director of Nolde & Horst Sales Co., N. Y. affiliate of Nolde & Horst Co., Reading, Pa. He has been sales manager of the firm since 1941. Before that he was s.m. and v.p. of Rollins Hosiery Mills, Des Moines.



BY  
A. R. HAHN  
*Managing Editor*

**"I Saw The Car in Wichita  
That You'll Be Flying Soon"**

**CAPTAIN FRANK J. WADDELL**, American Airlines' famous "Red Baron" and a full-fledged partner on the ground, tells what he was asked for the new Cessna of tomorrow.

"At rates, gasoline and car expenses the farmer's road to town is something like a rubber band," says Captain Waddell. "But as sure as you're born, the Cessna will be well within the band. And this year is even closer to the farm than ever. There's a 100 mile drive in your own family car of the Air will be easier and quicker than a 25 mile trip today.

"You see, day's packing prices of program now hours at the Cessna plant in Wichita... building airplanes for Uncle Sam and our allies. And when you consider that the Cessna is the only plane already lead in aviation... it's easy to see why this Family-Car of the Air is here at last... ready to be built for you as soon as this war is over."

**A New Line of Headaches For Hitler**

We're closing in on the victory day in Central Europe. The war's over—but Hitler's far from beaten. He still has a lot of fight left in him. He's got a new base in Italy, and he's got a new base in Asia. And we're working 24 hours a day at Cessna to supply aircraft and new aircraft.

The month end of June, Robert and Cessna's more than 1000 airplanes were sent to the front lines of Europe and Asia. And we're working 24 hours a day at Cessna to supply aircraft and new aircraft.

**Nothing's Going To Keep 'Em Down On The Farm**

... when folks like them can fly right over Uncle Sam's Air as easily as they drive their automobile today. Vacation trips—almost unheard of for the farmer because he can never spare the time—will be a regular part of all American Saturday's shopping can be done in a couple of hours in time that you can hardly make miles away. Hard to believe? Not if you could overshadow on the extensive

experts at sites like Wichita, there down. Far at Cessna there make the improved aircraft to all the things that have stood at the last barrier to flying-for-the-millions... the Family-Car of the Air. And the Cessna is the only plane engineering department that has already given us production version the famous Cessna Autopilot, these terms judged by "World's Most Efficient Aeroplane."

**FREE "Keep 'Em Flying" Wings**

You are this monthwise free if you send 100 lbs. a United States War Bonds and a Cessna Autopilot.

Cessna Aircraft Co., Dept. T, Box 1610, Wichita, Kan.

already free if you send 100 lbs. a United States War Bonds and a Cessna Autopilot.

**Cessna**  **SYMBOL OF  
AIRCRAFTSMANSHIP**  
FOR THIRTY-ONE YEARS

# Post-War Planning: What Is It, And What Shall We Do About It?

After the smoke has cleared on the last battlefield of World War II, we shall have still another battle to win: The Battle for the Survival of Free Enterprise. Somebody has to feed, clothe and house millions of people. Government can and will do it through subsidies, doles, vast public spending. Or Business can do it by practical leadership that will provide jobs and maintain purchasing power. Which shall it be?

(SALES MANAGEMENT here and now makes grateful acknowledgement to the many company and association executives who have contributed valuable ideas and suggestions for this first article on post-war planning. The discussion which follows represents only an approach. Subsequent articles will deal with this and that specific phase of post-war planning.—A. R. Hahn, Managing Editor.)

**W**E know, now, the pain and the cost of plunging into a war for which we were unprepared. Unless we think clearly, and act positively, we shall know, too, the pain and the cost

of confronting a peace for which there is no plan.

Under stress of war, business has thrown off much of the psychological handicap which, in many quarters, had long evidenced itself in the determined belief that any change, however intelligent, was less desirable than any established routine, however stupid. Now sheer pressure has swept away such precepts, has opened up almost romantically exciting new avenues of thought and planes of action. And somewhere along the line business has regained its self-respect.

Even left-wingers are admitting that

the private enterprise system is coming through on a grand scale in production for war. Bombers will soon roll off the assembly line at Willow Run on a spot which eight months ago was a stubble field. One who has lately looked upon this miracle of industrial creation put it this way: "If any governmental agency had been charged with that job, they'd still be quarrelling over who was going to furnish the cement for the foundations of the building." On production for war, private enterprise has beaten the promise. But the return of peace will present even a bigger challenge—perhaps the greatest challenge private enterprise has ever had to meet.

*Do we or do we not wish to continue to live and work under a private enterprise system of economy? That's the main issue, as many business leaders see it.*

If the answer is "yes," then dreaming is not enough. We must get about the business of laying out a post-war program of action which will be more acceptable to the masses than any course that can be dreamed up by

"ham and eggs" medicine men or "thirty-dollars-every-Thursday" politician-sloganeers. What business does today—about tomorrow—will determine whether business will occupy a position of leadership after the war, whether it will be strong enough to force relaxation of the dictatorial powers made necessary by the war, or whether many of the controls and restrictions will be continued as cornerstones of what some politicians are already privately picturing as a new political order.

### Plan for Re-employment

Of course, we do not know precisely what conditions of national and world economy we shall be facing when the war is over. One thing, however, seems certain: We shall have hundreds of thousands of factory wage earners unemployed *at least* during the time it takes to achieve re-conversion in industries now totally or partially converted. And we shall have—we do not yet know to what degree—unemployment of men demobilized from the armed forces. If business does nothing to head off, or at least to cushion, this potential crisis, purchasing power will collapse, depression will again set in, and the public, let down by the knowledge that business has failed in social responsibility, will bawl for Government to do something. Then we shall have governmental regimentation to a greater degree than we have yet known.

In talks with company officials, SALES MANAGEMENT found four typical attitudes on post-war planning:

1. "I'm all for it, and I'm doing something about it."

2. "I don't believe in trying to do anything about it so long as the end of the war is not in sight. I think all effort ought to be concentrated solely on winning the war."

3. "I'm afraid to open my mouth about post-war planning, or to have any publicity get out about our company engaging in post-war planning. We'll only be criticized as being 'un-patriotic' or 'placing selfish considerations before our country's welfare'."

4. "I don't understand what it's all about. Can anybody help me?"

Certainly all thinking, patriotic men are agreed that our first job is to win the war. Nothing is justified if it impedes the war effort.

On the other hand, it's urgent that someone examine the misleading and dangerous philosophy expressed by those who either don't believe in post-war planning or who are afraid of criticism if they sponsor it as a company policy.

In almost every business organiza-

tion in America, except those of very limited size, there are capable men and women who, because of their age, or because of their specialized talents, do not fit into the immediate war pattern, who can, *without any detriment whatever to the war effort*, be put to work on post-war research.

(How few companies, for example, have ever catalogued and assayed the vast reservoir of unused knowledge of more efficient ways of doing things which is stored in the minds of their own personnel! The ruts are so comfortable, the red tape so involved, and oftentimes the thinking so prejudiced, that wealth in the form of unused ideas and unapplied technique available immediately and from the company's present personnel, is ignored while the executive committee looks for some new answer to the high costs of distribution!)

Many who see no current need for post-war planning maintain that point of view because no one has courageously challenged their conclusions. This should be obvious: *A proper post-war plan is an integral part of a Victory program.*

Can it be that these individuals do not instinctively know that every American—be he plane mechanic in India, Marine in Hawaii, bombardier in Alaska, Red Cross nurse, munitions laborer, or just a corner grocer who is sweating unhappily over rationed



### You Can't Prepare for Chaos

If we are to live sanely as good citizens, if we are to keep our perspective, if we are to make our contribution, then we must get into our heads and our hearts one fundamental truth, namely, you can't prepare for chaos.

If we knew that tonight at midnight the waters of the Mississippi would suddenly cover our land from the Appalachians to the Rockies, there is little or nothing we could do about it. You can't prepare for chaos. Or if we knew that a great earthquake would suddenly cleave our continent and that the tide-waters of the sea would engulf us, there is little or nothing we could do. You can't prepare for chaos.

The only thing you can do is to live and work and plan and look ahead on the basis of the ultimate victory of our arms, of a just peace and of a nation with the capacity to meet whatever problems, be they social, financial or international, that arise.—Paul Speicher.



goods and price ceilings—every one of these will work with more will or fight with more heart if he knows that somewhere there is a Blueprint for Peace—a blueprint designed by business to maintain a high standard of living after the war, to prevent widespread unemployment, to insure us against having to fight still another war in 20 years? After all, are those not among the very things we are fighting for?

Surely a Blueprint for Peace is an essential part of a Victory program.

### Courage Needed

We need, first, recognition of the urgency for a post-war plan—for business as a whole, and for each company individually. And we need to adopt a courageous attitude in pursuing such planning, and a courageous attitude in selling it here, there and everywhere to silence the unthinking critics who brand it as dreamy and unpatriotic. At the moment there is too much *defeatism* in the minds of some business men about our ability to head off a post-war collapse of purchasing power. It matters little whether it stems from fear, ignorance or indifference—it is there.

A few of our biggest and most capably managed companies already have post-war planning committees. Some industry-wide committees are functioning—such as the one organized by the Producers' Council, a group of some 60 firms in the building field. We can expect an early announcement of some special project to be sponsored by the Department of Commerce. (Many business men think the Department of Commerce the logical coordinator of the various post-war planning agencies being set up by all industry groups.) Other organizations, like the N.A.M., the American Marketing Association, the National Industrial Advertisers Association, the National Federation of Sales Executives, and the National Society of Sales Training Executives, are building post-war planning into their meeting programs.

Here and there we are already seeing tangible evidence of post-war planning along specific lines, by individual companies. A metals company is surveying the field studying after-the-war re-location of plants. A huge firm making scores of products clearing both through industrial and consumer markets, already has assigned to one man the task of studying the changing trends in retail and wholesale distribution, and reporting back to management once a month. A third has already selected a new line of products to be made after the war, is now assembling market facts.



Editors everywhere are striving to create a sense of awareness about the need for post-war planning.

## A Plan for Post-War Planning

### 1. What is our *industry* outlook for the post-war period?

How will our industry's post-war position compare with its pre-war position?

Will some of our old markets be irretrievably lost?

Have we spotted some promising potential new markets or do we still have to find them?

Do we have a strong industry association that will have the talent and the means to furnish industry leadership, to fight industry battles?

Will we be emerging from the war enjoying substantial industry good will because of sustaining advertising (and/or service programs) carried on during the war—or do we start from scratch?

Do we have accurate industry figures on our pre-war production and do we know who consumed it?

Can we lay out a logical program for better cooperation between members of our industry on both production and distribution?

Can we lay out a logical program for better cooperation between members of our industry and companies in closely related industries, in dealing with production and distribution problems?

There's hardly any industry that isn't conscious today of some big change either in the making or already accomplished, which will radically affect its sales and profit outlook after the war. The railroads, for example, will face all of their old competition from buses, trucks, private cars, planes and boats, plus a new competition from huge fleets of cargo planes whose rates will meet or undercut their own, whose service they cannot possibly match from the standpoint of time. There'll be greater numbers of passenger planes flying than ever before. Should not the railroads be developing their own counter-strategy for tomorrow?

Oil burners will be weak in eastern seaboard markets, if the war has forced wide-scale conversion to coal.

Suppose millions of women learn to like going without stockings? What permanent effects will the war nutrition program have on the food industry? The things engineers are doing through the new science of electronics will obsolete hundreds of established products, perhaps as many as thousands of industrial processes.

These are but hints of the direction post-war planning operations are already taking; they are but shadows of the changed world that we shall live in after the war. For we shall never return to anything which, at any time in our national history, was called "normalcy." Anyone who thinks so is completely lacking in realism.

But "post-war planning" is a broad term. In fact, it is so broad that the main fault with most of the talking

that has been done thus far about it, is that few business men have broken down the omnibus term into its component parts so as to grasp things more tangible and specific.

First, then, we suggest such a breakdown. Let's analyze just what it is we're trying to do. Then define our objectives and analyze the probable and possible conditions under which we shall have to seek to attain those objectives. After that we can talk of methods and tools.

Once thus oriented, we need to seek means for coordination of effort on all phases of post-war planning which lend themselves to group action. Unless we find a way to integrate one plan with another, we shall have expensive and unnecessary duplication of effort. Somewhere, somehow, post-

#### 4. Where will our customers be?

If we make our old product (s): Has there been a geographical shifting of our markets because of the war?

If we make a new product: Do we know where our new prospects live? Where they spend their money?

#### 5. What will the post-war distribution pattern look like?

What changes have taken place, and what are the trends, in the position of

- (Retailers?
- (Chain stores?
- (Super-markets?
- (Department stores?
- (Wholesalers?
- (Voluntary chains?
- (Manufacturers' agents?
- (Mail order houses?
- (Cooperatives?

Will there be a new shift in trends when the automobile comes back? In what probable direction?

How much of the "scrambled distribution" of wartime will persist during the coming peace? How will this affect us? Will we be dealing with distribution factors heretofore strange to us?

#### 6. Can we improve plant location and/or our warehousing system?

Should certain of our present factories be closed when peace comes—for any reason or combination of reasons?

Should we seek new factories among plants built for war work that are likely to be thrown on the market at relatively low prices?

What improvements need to be made in our physical distribution setup so that we will be enabled economically to reach the markets we seek in the post-war period?

What opportunities are there to develop cooperative warehousing with other companies selling related products to the same markets?

#### 7. Where are we going to get an efficient organization quickly?

Will we have to re-train men who come back to us from the services?

Where will we find sources for qualified new men for the distribution end of the business?

If we successfully made factory workers out of salesmen, can we reverse the process?

Can we promote some of the very young people who joined our organization during the war?

Do we have a plan for drawing promising young men and women into our organization through school and college contacts?

#### 8. What will be our budgeted, chronological procedure for getting the marketing machinery of our business into quick operation on an efficient level?

Will we have checked over and laid out "the paper work" on all such items as new territories, new sales record systems, new sales control setups, etc., so that our field operations are directed and coordinated, our expense carefully controlled?

#### 9. What will we have available for training and selling tools?

How far can we go before the war ends, in the preparation of sales manuals, meeting plans and ideas, product information sales training courses, training materials for retailers and their salespeople, jobbers and their salesmen . . . and like materials?

#### 10. How are we going to finance ourselves during the post-war period?

What will the physical re-conversion of plants cost?

Will our reserves be heavy enough to take care not only of reconversion costs, but to write off inventories if there should be a break in raw material prices?

Will we be prepared to finance the design and production of an entirely new set of marketing tools to replace the old which will be either extinct or out-dated?

Are we being realistic about the effect of the size of our national debt on our company's fiscal policy?

#### 11. In the light of the answers we have framed to the questions above, who is going to be responsible for our post-war planning? If a committee, how many of the following executives rightfully have a place on it?

- President or general manager
- Product research manager
- Market research director
- Personnel manager
- Sales training director
- General sales manager
- Advertising manager
- Sales promotion manager
- Treasurer
- Production manager

war planning, too, must have a "unified high command."

An executive in the building materials field maps out this broad approach to the post-war planning problem. It is a good antidote for befuddlement. He suggests that we analyze, in order, the

Conditions we shall face in the post-war period: 1. In our national economy, in terms of certainties and probabilities; 2. In our industry, in terms of certainties and probabilities; 3. In our company, in terms of certainties and probabilities.

Problems we shall face in the post-war period: 1. In our national economy, in terms of certainties and probabilities; 2. In our industry, in terms of certainties and probabilities; 3. In our company.

Principles that must guide us before we can proceed with any plan: Examples: 1. The principle that we must preserve private enterprise to provide the incentive for men to do, for themselves, and others.

2. The principle that hereafter business must clearly recognize the fact that it has a responsibility to society as well as to its employees and stockholders.

#### Raise Living Standards

3. The principle that hereafter we shall have to learn to act cooperatively to reduce distribution costs, lift the standard of living and make the fruits of industry available to greater numbers of people.

Objectives we are seeking: 1. The

practical objective, in terms of profit for capital and higher living standards for labor; 2. The unselfish objective, in terms of business as a constructive influence in society.

Methods we shall follow to attain those objectives (policy).

Instruments to implement the methods—the use of men, money and materials.

These, too, are general terms. Yet they blueprint a pattern of thinking which is logical, and they provide sound underpinnings for the next step—that of a check-list for post-war planning which, if properly used, will help any company, big or small, to answer the question: "Where do we start?"

The chart on pages 20 and 21 suggests the direction of main lines of

inquiry which need to be pursued. Naturally, not all heads, nor all the suggested subdivisions, will apply to any one company. Naturally, too, because of circumstances and conditions peculiar to your company, other subject matter will automatically present itself for inclusion here or there in this high spot review.

Our hope is merely that consideration of some of the points in this discussion, plus a detailed study of the check-list, will inspire companies and their management heads to get some kind of a post-war plan under way, however modest, and to begin their job with some assurance and some degree of orderly thinking.

## Bonds Now, Goods Later

Several advertisers are plugging the plan of buying War Bonds now and earmarking them for purchase of their products after the war. Typical examples:

Crane Co., Chicago plumbing firm, shows in magazines a young woman exclaiming, "I've got my new bathroom in an envelope. We're putting every cent we can save into War Savings Bonds. But we're making a list of the things we want and that money is going right into them as soon as the war is over. At the top of the list is a new Crane bathroom. . . ."

Agency: Buchen Co., Chicago.

Edison General Electric Co. (Maxon agency, N. Y.) has launched a "Bonds first, appliances" drive for utility companies to employ in local newspaper space.

Look for more such themes as the war progresses.

RCA Manufacturing Co., Camden, N. J., starts an institutional series with four-color double pages in six national magazines describing how RCA Victor's "Beat the Promise" campaign helps war production. First ad is illustrated with six of the many "B t P" posters used throughout the plant, with the explanation that any or all of them are available to any war industry at cost. About 87 other plants have used the posters. Subsequent ads will be in b. & w. Agency: Lord & Thomas, N. Y.

in certain raw materials." Fleers Double Bubble gum will address its messages to parents and dentists as well as to children "to create and maintain good will without benefit of immediate consumer use." Agency: J. D. Tarcher, N. Y.

Kirsch Co., Sturgis, Mich., maker of drapery fixtures and venetian blinds, launches a series in four magazines on "Kirschwood" venetian blinds which use no critical materials. Agency: Brooke, Smith, French & Dorrance, Detroit.

Flako Products Corp., Milltown, N. J., has begun promoting Flako pie crust and Flakorn corn muffin mix in over 650 newspapers thrice weekly. Agency: H. B. LeQuatte, N. Y.

"Largest campaign ever put behind a bouillon cube" is appearing for Steero product of American Products Co., N. Y. Newspapers c-to-c and women's magazines are being used. Agency: Rose-Martin, N. Y.

## How to Sell to the Army

Fifteen hundred food manufacturers and distributors have been invited to a "school" held by the Chicago Quartermasters Depot on September 14 in the Hotel Sherman. Object of the conference is to explain the Army's requirements in buying, shipping, packing, etc., so that manufacturers may function better as suppliers.

The Army is now the largest buyer of foods in the world. Quartermaster Corps officers will describe how certain foods are dehydrated, compressed into bricks for overseas travel, how a manufacturer may qualify his goods, etc., if the latter can function efficiently, he gets the business. Chicago Association of Manufacturers Representatives sponsors the meeting.

## Ring Time

"Greatest diamond ring promotion in history" will be launched this Fall by A. H. Pond Co., Syracuse. Copy and window displays stress military men with such themes as "in peace or war, the traditional symbol of love."

Color and b. & w. space will appear in 17 national magazines and also in business papers. One-minute transcribed spot announcements, plus 26 five-minute programs are additional. Direct mail, displays, mats, etc., are supplied to dealers.

Copy features the Keepsake ring "certificate of registration and guarantee" and a booklet on the etiquette of the engagement and wedding.

Agency: John B. Flack, same city.

## Briefly Noted

Baltimore & Ohio Railroad is running a nine-week institutional campaign in 147 newspapers of 92 on-line towns headlining the slogan "Railroad Workers Are War Workers." Agency: Richard A. Foley, Philadelphia.

Frank H. Fleer Corp., takes half pages in five magazines, "even though the company is limited by shortages



United Air Lines, Chicago, is talking about the "Age of Flight" in three national weeklies. This is the 11th successive year of advertising for the company. Current theme emphasizes the role of air lines during the war, and previews the post-war world of aviation, with Cargoliners and other wonders yet to come. Agency: N. W. Ayer, Chicago office.

## Shulton Spreads Out

Shulton, Inc., N. Y., has increased the ad budget for the last four months of this year in spite of a WPB limitation on production of toilet goods.

Three lines of toiletries will get space in 20 magazines, beginning September 20: Early American Old Spice for women, for men, and Friendship's Garden for women. Men's line copy will feature the company's pottery shaving mug with a new soap refill and talk about economy—eight to 12 months' supply of soap in a mug. Extra space in Christmas issues will plug the items for gifts.

Wesley Associates, N. Y., is the agency.

## Blue Spotlight

Coca-Cola Co.'s "Spotlight Bands" program will resume the latter part of this month on 134 Blue Network stations. Launched last November on a 15-minute schedule, six nights a week, on the Mutual network, the program took a recess in May. "It is returning to the air on a broader basis in response to requests from military

centers and civilian demands."

As before, a different dance band plays each Monday through Friday, with the most popular band of the week returning on Saturday. The original program was so popular with the armed forces that when recordings of broadcasts were made for overseas troops "Spotlight Bands" topped the lists. Coca-Cola's magazine, newspaper, and other radio programs continue. D'Arcy agency, is in charge.

## Armour Goes to War

A series of institutional ads by Armour & Co., Chicago starts in September issues of 18 magazines. Under such headlines as "He's the Biggest Meat Eater in the World" copy and illustrations show how every armed member of the armed services gets a pound of meat a day, that the average man gains seven pounds during his first month in uniform.

Besides lip-smacking menus of the meals served to doughboys, gobs and leathernecks ("how do they compare with those in your own home?"), copy points out:

"Because meat is as important as fighting weapons to a soldier's stamina and morale . . . Armour and other packers are shipping millions of pounds of meat every day to the Army alone! Besides Armour is supplying tons . . . for our allies. That's why you may find temporary shortages in certain meats at home—but our boys in service haven't felt any delays or shortages. . . . We are glad that Armour . . . manufacturers of Star meats and Cloverbloom dairy products, is big enough to help this vital program in an important way."

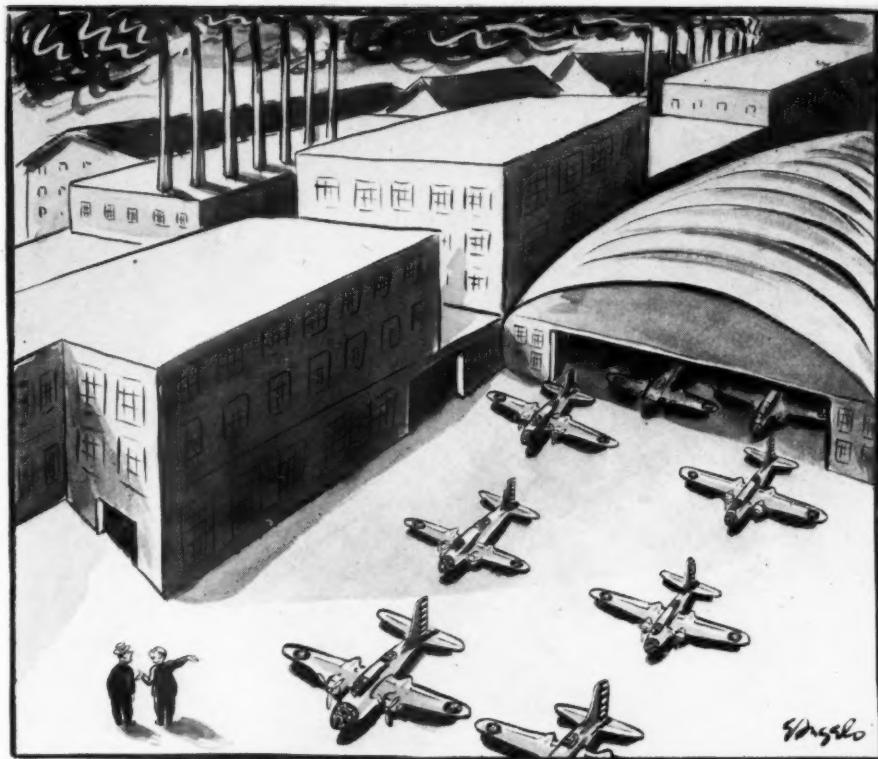
The campaign will run for at least three months. Agency: Lord & Thomas, Chicago.

## No Price Tag

Duart Manufacturing Co., San Francisco maker of beauty shop preparations, asks in trade publications, "What can beauty shop people do to help win the war? Buy more bonds and pay more taxes? Sure, but that's not enough. Victory can't be had for money alone. Victory has no price tag.

" . . . 'Little Victories' can and must be won in your shop by your effort. Preach and practice the idea that it is unpatriotic to allow supplies to be wasted or equipment to suffer damage. . . . 'Little Victories' won't make headlines or win any medals but they are a vital patriotic contribution. . . ."

Then follows a list of "Little Victories"—ordering supplies in quantity to save several deliveries, oiling



*"Of course, you understand this is just a sideline—ever use our fountain pens?"*



irreplaceable electric motors, etc. Awards of War Bonds will be given by Duart for other "Little Victory" ideas. The company hopes that additional service industries will inaugurate similar campaigns.

Erwin, Wasey, San Francisco, is the agency.

## Nash-Kelvinator

Full-page four-color advertisements in 16 magazines this month inaugurate a new campaign for Nash-Kelvinator. Color pages in women's magazines will begin in January, and newspapers will be used in selected markets.

"The new program," says vice-president Frank R. Pierce, is designed to accomplish three things: 1. To report to our present and future owners on the vital part Nash-Kelvinator is playing in America's war effort—the honor of building fleets of cargo-carrying flying boats and engines for the highest-flying fighting ships in the world; 2. To promise that the Nashs and Kelvinators of the peacetime to come will be finer, better than ever; 3. To maintain and to increase, for the future profit of Nash and Kelvinator dealers, the public esteem for the company's products."

## Celotex Plugs Repairs

Celotex Corp., Chicago, will sponsor advertisements in fall issues of general magazines and farm papers aimed at blasting from the minds of home owners and farmers the widespread notion that Uncle Sam has clamped a wartime lid on all building repairs and remodeling. The company is devoting a major share of its present advertising and promotional expenditures to this purpose.

Copy will explain the \$500 ceiling on improvements and emphasize that the Government does not expect the home owner to forego needed maintenance and repairs. Advertisements to farmers point out that they are allowed to spend \$1,000 for building or remodeling barns, poultry houses, or other outbuildings, and an additional \$500 on a home.

To give dealers help in local contact work, Celotex has just issued a 28-page booklet entitled, "A Wartime Guide to Better Homes." It not only summarizes the "can's" and "cannot's" of wartime building, but shows that Uncle Sam not only allows certain types of work to be done, but actually urges home owners to keep their dwellings in good repair, and, if possible, to make additions for housing war workers.

# Designing to Sell

War has wrought changes on the "home" front. The stay-at-home-and-like-it mood of the nation has effected as many changes and produced as many new products as priorities and scarcities. People are playing games, enjoying barbecues, gardening as never before, and the smart manufacturer is aiding and abetting this spirit with a variety of attractive commodities. Of equal importance is the new fix-it, mend-it spirit of the average citizen . . . and consumer.



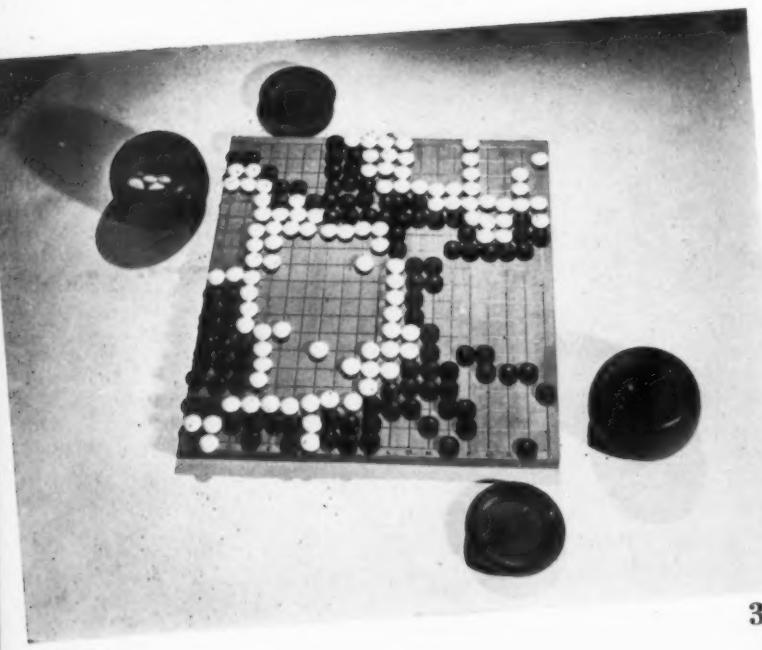
1

1. Griffith Laboratories, Chicago, offer this temptingly packed set of barbecue sauces and seasonings as an asset to the increasingly popular pastime of outdoor cooking. The log cabin box, with handles for easy transportation to garden or picnic barbecues, contains five sharp sauces and six spices to add a tangy flavor to meat.



2

2. You can't count on gardening for exercise when you use Peter Henderson's Gardenade, a combination kneeling pad and rack for garden tools. The scientifically designed hand-holds give you just the proper balance, making it easy to lower yourself without jar or back strain.



3

3. "Go" one of the oldest games in the world has recently been re-introduced and publicized because of its remarkable similarity to modern war tactics. The game, which is being manufactured by Richard Howell Exhibits, Inc., is recommended as an emotional outlet for all parlor generals.



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Black Star

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5. Dover D'Oeuvres makes it easy for the willing hostess who's too busy rolling bandages or studying first aid to fuss over refreshments. These canapes come in five-inch, cellophane-wrapped sandwich rolls, stuffed with a variety of tasty fillings. Each roll may be sliced into 18 colorful hors d'oeuvres.

6. The old-fashioned barbecue takes on an ultra-modern note with this rolling kitchen. The Porta Barbecue, manufactured by Home Game Equipment Co., is made of oak wood, decorated with ceramic tiles and fitted with bowls, shakers and accessories. Standard equipment includes a charcoal broiler, and an insulated firepot.



9

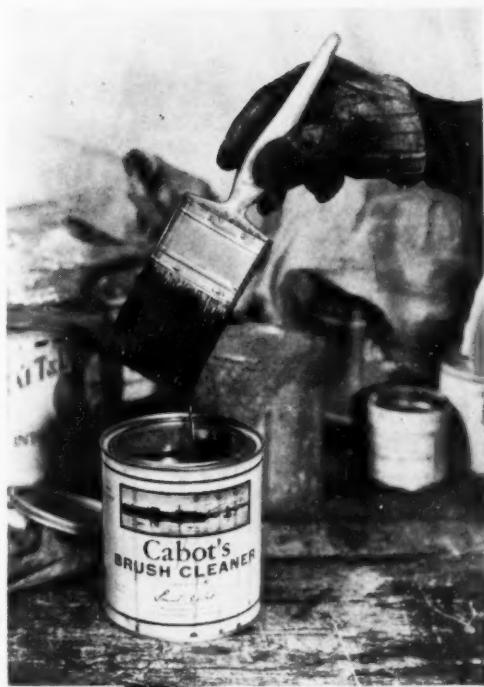


6

7. Paint brushes have become very expensive . . . and very scarce. People are beginning to hunt up the old brushes they painted the cellar with last year. Samuel Cabot, Inc., is promoting a cleaner to make old paint brushes new. The cleaner is a non-caustic liquid solvent manufactured especially for cleaning brushes.

8. Originally introduced for use by field units of the Third Air Force, "spotter" cards have become civilian favorites. The cards, manufactured by the United States Playing Card Co., use two silhouettes of an airplane, instead of the usual center suit signs and faces. English aircraft are shown on the heart suit; Japanese on the clubs and German planes on the diamonds.

9. No stumbling in blackouts, or at any time, on cellar or other dimly lighted steps, when they are lined with these new button reflectors of "Lucite" methyl methacrylate, a du Pont plastic. The discs, manufactured by Lumelite Corp., are made of a series of little saucer shapes in relief pattern on the back of the plastic.



7



8

# On the Wartime Sales Front

## Candy Situation

Add another headache to the already harried candy industry. Current outlook for cocoa is minimizing all sugar shortage worries.

With 1942 sales of candy running approximately 25% ahead of 1941, leading candy manufacturers are faced with an acute chocolate shortage. Cocoa is the key ingredient that makes chocolate chocolate, and shipping shortages are resulting in ever dwindling supplies of cocoa from Africa and Brazil. So far this year, cocoa imports have been cut to a quarter of last year's total. Processors of beans have been limited to 60% of 1941 consumption by a War Production Board order.

Science and industry have been unable to develop a synthetic or "ersatz" cocoa. Various experiments have been made with peas, beans, vegetable fats and sugar, but the results have not been too successful. Today, with both chemists and machinery scarce, candy manufacturers do not place much stock in the development of synthetic chocolate or cocoa beans.

Faced with this situation, leading companies in the field are contemplating three possible methods of overcoming the chocolate shortage: 1. Plugging sales of non-chocolate candies; 2. Reducing the amount of chocolate used in formulae and recipes; and 3. Elimination of all but one size in chocolate bars. Current opinion calls for the retention of the favorite nickel-size candy bar over and above all other sizes.

"Let's Better Our Best" was the prize winner in the Victory Production slogan contest conducted by The LaPlant-Choate Mfg. Co., among its employes.

## Women and the War

Women are going to be asked to tighten their belts and pull in their silhouettes. Order L-85, out of Washington, warns the girls that the day is here when there will be no more big, flowing sleeves, shirtings, full skirts, long jackets, patch pockets or cuffs on slacks. Pleats are out—so depleating the ladies, as it were.

Miss Katherine Ratto, merchandising counsellor at the Merchandise Mart, Chicago, says that enough fabric is to be denied the women this coming year to provide uniforms for 2,000,000 soldiers plus other items of clothing. She pointed out:

"Silk and nylon required for 135 pairs of stockings, will make one parachute; the rubber needed to make 3,400 girdles will make one tire for a jeep; the wool in 25 blankets is equal to the clothing needs of a soldier for a year."

Colors to be used in women's apparel will be soft and misty shades. That's because the dyes and chemicals used to color the brighter hues—toluene, aniline, naphthalene, phenol, anthraquinone and chlorine—are needed for explosives and medical use and to color uniforms.

Madame may still look pretty, Miss Ratto points out, because the ingenuity of the weavers has developed furry linings without wool, beautiful fabrics without wool or silk, and soft sweaters without angora, wool or cashmere. Stockings for winter will be warm and shoes will be sturdy on the theory that women will walk more.

Everything for milady's wardrobe will be more standard and utilitarian and her appearance, trimmed of extras, will be trimmer.

To prove that secretaries are in the war too, 150 women secretaries of Westinghouse Electric and Manufacturing Co., launched a 30-day campaign to eliminate such time and paper consumers as reports no longer needed, magazines never read, and other miscellany.

[ 26 ]

## Recommended Reading

One of the happier sides to the war's effect on business is the number of outstanding reports and promotion pieces which companies are sending out today. The frills and furbelows are gone. Facts presented are pithy and to the point. The Texas Co. has just released a booklet celebrating its 40th anniversary, keynoted by the introduction. . . . "This year—1942—marks the fortieth birthday of the Texas Co. Ordinarily it would merely be pleasant to look back over the years and perhaps to reminisce over the 'good old days.' But these are not ordinary times. We are at war. It is time to look ahead, to plan and work for Victory and the post-war years. . . . The Studebaker Corp. has published a new booklet as part of its customer information service, entitled "How to Worry Successfully about Your Automobile. . . And at the Same Time Become an Expert More-Mileage Driver." The booklet contains practical suggestions by Studebaker engineers on how to make your car last for the duration. . . . The Enamored Utensil Manufacturers Council is distributing an illustrated booklet, "An Outline Summary of Porcelain Enamored Utensils." The booklet, sponsored by the seventeen major manufacturers of porcelain enameled utensils, is designed to consolidate in one pamphlet the principal facts that homemakers, home economists, salesmen and other groups need to know about porcelain enamel.

Nelson A. Rockefeller, Co-ordinator of Inter-American Affairs, has contacted about 500 manufacturers and business firms interested in foreign trade, in an effort to enlist their cooperation in maintaining advertising in the other Americas.

## Keeping the Dealer Alive

Providing dealer organizations with something to sell today is a major problem confronting most manufacturers. Williams Oil-O-Matic Heating Corp. has prepared a Victory Service Program designed to keep the dealer organization alive; insure dealer profit from service; aid the war effort; maintain owner-use goodwill; and strengthen factory-dealer relations. Oil-O-Matic Victory Service kits containing a complete "What to Do" program have been given each dealer. Suggestions include: 1. "Build a complete heating plant owner list; 2. Work out profit sharing arrangements on accessories and services you do not handle; 3. Organize your personnel; 4. Outline a victory program for yourself."

The entire program is built around the Oil-O-Matic Victory Survey of home owners' heating plants. Importance of fuel saving and conservation of vital materials is stressed throughout. Direct mail pieces, newspaper mats, publicity stories, suggested telephone conversations are provided in the kit.

Popularity of Auto-Lite Spark Plug's "Mountain Boys" cartoon books with the men of the Armed Forces has prompted the company to donate 20,000 copies to the U.S.O.

## Larger Sizes

Golden State Co. has joined the trend toward larger-size containers. As a result of restrictions in delivery, the company is bottling Golden-V milk, formerly sold only in pint bottles, in quart sizes as well. In addition, Golden State has adopted paper cartons for store sales, deliveries to defense plants and offices. Newspapers and radio are being used to promote the new merchandising policies as well as the addition of vitamin B<sub>6</sub> to the milk. N. W. Ayer is the advertising agency for Golden-V milk, which was launched on the market in March, 1941.



**STOP**  
**before calling**  
**Washington**

**WAR CALLS  
COME FIRST**



**Busiest place in the world right now is Washington, D. C. The war effort centers there.**

**Long Distance telephone calls in and out of Washington alone are about 70,000 a day and the number is growing.**

**We can't keep building ahead of this traffic because the materials have gone to war.**

**So we ask you not to put through a Long Distance telephone call to Washington unless it is absolutely necessary. Even then please be as brief as possible — to keep the lines open for the vital needs of war.**

**BELL  
TELEPHONE SYSTEM**





Shakespeare or the McGuffey Readers or somebody told us never to cry over spilled milk, but I'll wager the WPB has shed many a tear over the scrap-metal we sold to Japan over the years. It's ironical, too, when we remember that it left here in ship-bottoms and is coming back to us in bombs.

\* \* \*

The need for scrap is real . . . metal, rubber, rags, burlap, fats. Quite literally, salvage may be our salvation.

\* \* \*

I tried my hand at a couplet: "If you want to see the enemy sunk, save every scrap of metal for junk." The Kraft Music Hall tossed off a shorter one: "Don't be a punk . . . turn in your junk." Before we throw anything away, let's ask ourselves if it will help our side if we get it to the junk-man. Heave nothing out but the dictators!

\* \* \*

My favorite author is J. F. Behan, whose autograph makes an A. T. & T. dividend-cheque valid.

\* \* \*

What's in a name? In their 1942 advertising, some of the Atlantic City hotels had substituted the word "furlough" for "vacation" . . . you know: "Spend your furlough at the Whosis. Every citizen needs a furlough," and so on. It's a *non sequitur*, of course, but before they could say "Squads right," the Army moved in and took over the finest of the beach-front hotels as barracks for the Air Corps.

\* \* \*

*Pedantic Dep't:* In case you give a damn, the singular is "insigne" and the plural, "insignia." The Army has *insignia*, but the individual soldier wears an *insigne* of his particular outfit. And will you stop saying "connecting link"? What do you think a link is, anyhow?

\* \* \*

For the record, Art Bailey has plenty of smoke on the ball. Many a Monday morning, the day the "bundle" is gotten together for the weekly encounter in Camden, Art is on the job at 6:30. He is now Executive Vice-President, an accolade well earned.

\* \* \*

"Pedestrian Crossing Ahead." Anybody we know?

[ 28 ]

Ward Wheelock, advertising agent for Campbell's Soup, has turned the keys over to his young shadow, Art Bailey, for the duration and is doing something or other with the Air Corps. Ward flew with the R.F.C. in the last war. A powerful, vital fellow, the Japs and Jerries may be glad he isn't in the infantry. He could tear them apart with his bare hands.

\* \* \*

Andy Talbot, promotion-manager of the New Orleans *Times-Picayune*, turned out a very creditable series of ads and booklets for his paper on why it pays to advertise in war-time.

\* \* \*

There was less excuse than ever for taking the big shows off the networks this Summer. If there was ever a time when the cash customers were staying close to home-sweet-home, this was it. Of course, the stars who put in a half-hour a week need a vacation, I suppose.

\* \* \*

Every time the "Normandie's" hulk is framed within the windshield of my merry Oldsmobile, I think of some lines I wrote for Baltimore's *Maroon Bee* at the time this noble ship burned and capsized. Did you see them?

#### VIVE LA NORMANDIE!

Close by the pier where she was tied,  
Struck down by tragic circumstance,  
The "Normandie" lies on her side—  
The symbol of a prostrate France.

Perversely now, the river's ice  
Attempts to poultice fevered plates,  
While silt grips like some demon vise,  
Perversely, too, humiliates.

Though painful flames burned furrows  
deep,  
The larger wound is there, inside,  
Beyond the reach of water's seep—  
That dagger in her Breton pride!

For she remembers 'Thirty-five . . .  
Blue Ribbon . . . and the siren's  
scream,  
When New York Harbor came alive,  
And fireboats played symbolic stream.

But, listen closely! Know that she  
Still breathes, there on her bed of pain  
This mistress of the vasty sea  
Will one day surely sail again!

And, when she does, let this put hope  
In every Frenchman's heart at home,  
That France will likewise loose the  
rope  
Which binds her to Berlin and Rome!

Dehydrated foods are coming fast. The trend dates back to 1931, and the war is accelerating it. Not to be confused with the dried foods of yore, dehydrating preserves the nutritive value, saves most of the flavor, reduces packaging and shipping costs. Best argument I have heard for water-free foods is the fact that hospitals use a dehydrating method for blood-plasma. Dried—pardon me, *dehydrated* blood retains its life-giving qualities. Why shouldn't food?

\* \* \*

I didn't catch his name. He was on the Xavier Cugat program for Camel cigarettes. But I did catch this line: "She has a figure like an hour-glass. Of course, most of the sand is in the wrong end."

\* \* \*

A radio station has been using a big, lumpy gal as an advertising character. Recently, it ran a contest. You were to identify the station and name the girl. I wrote and said that I never had any luck with contests . . . that they are usually more "con" than "test." However, I offered these suggestions as a name for the stylish stout:

Dinah Might  
Ima Power  
Sue Preme  
Mag Netic  
Effie Cacious  
Ella Fantine  
Fanny Ample

\* \* \*

If you have ever been in an air-conditioned theatre with the windows hermetically sealed, and had the machinery break down, you know how a baby chick feels in an incubator at the moment of hatching.

\* \* \*

Ed Zern, Copywriter 1st Class, Ayer Corps, reminds us that it was Comptometer's "Mr. Mfgtch" and not Bob Hope who first observed that "the world is coming unglued." (See the Felt & Tarrant ad in *Time*, April 20, or *Newsweek*, April 13.) Thanks, Ed. Script-writers and gag-men rarely bother to reveal the source of their material.

\* \* \*

The movies will have come of age when picture-houses get over imitating the legitimate theater, by pulling a draw-curtain back and forth every time the picture changes.

\* \* \*

At times, it sounded like Alka-Seltzer's Uncle Ezra and at others, like the man who says "wabbit" for "rabbit" in the animated cartoons; but nope, it was just good old Cordy Hull, havin' a mite of trouble with his upper plate.

T. HARRY THOMPSON

SALES MANAGEMENT

# Why Let the War Cramp Your Use Of Premiums?

It's true that many articles are "out" for the duration, but good premiums are being found outside priorities—in fact, they're abundant. War should prompt you to explore, and to know that it's not so much the premium that pulls as the glamour of desirability you build around it.

BY DUANE JONES

*Duane Jones Co.,  
New York*

**Y**OU must have come in for a lot of sympathy, since priorities clamped down, if you use premiums to push your product.

"Little man, what now?" your friends ask. "Rubber is out, metals are out, nearly everything from which premium articles are made is needed for war—how are you coming?"

But nobody need feel sorry for you, if you really know how to use premiums, because priorities haven't cramped them much.

True, you can't make some of the can-openers, trick clothes-pins and kitchen gadgets without priority materials. But many of these articles were of doubtful premium value, and priorities may drive those who depended upon them to explore intensively premium possibilities, find out what makes a gift article attractive, and where to get entirely new premiums, free from any public suspicion that they are interfering with fighting the war.

Some of the best premiums that carry the glamour of desirability, that have pride of ownership, timeliness, and usefulness of a unique kind—are little affected by war shortages.

If you are as smart about buying premiums as you are about buying anything else, there are plenty of them today, if you look for them in the right places.

One place to look is in the morning paper, where last Spring I found one that broke my own year's record for low inquiry cost. Anybody else might have found it. It was in the public domain.

What were people thinking about last Spring?

Why, taxes! Maybe even more than about the war, at return-figuring time.

What would they welcome most at the moment?

Help on taxes, professional advice on obscure points.

Income tax books cost around a dollar, and that gave them desirability. Everybody knew they were worth that much.

I had a tax manual of my own written which, with printing and other costs considered, could be put in the mail for around a dime. Paper is not on priorities—in fact, waste-paper saving for boxboard has given the public a notion that paper is scarce, but the paper-makers are protesting that they have plenty, and want to sell more. No materials used in this premium were rationed.

When we offered our income tax manual on two radio shows, it was eagerly bought with a dime and a box top. We mailed thousands during the six-week period when people were wrestling with tax forms. March 15, the date when returns had to be filed, supplied the necessary "hurry up" that makes offers pull about 25% above normal. It constituted an actual deadline in place of the artificial one usually employed in offers. So, a premium like this was a "natural." Next year dozens of advertisers will probably use it. But nobody else had anything like it this year.

Again, in the news, we found a tip that added desirability to one of the best premiums I have ever found—a package of flower seeds.

People were thinking about patriotism, freedom and victory. We hunted around for a flower seed that would express these interests and dramatize them in people's minds. We found it—a small bell-shaped green flower hanging in clusters—the Liberty Bell flower!

We had a special assortment of seeds made up, including this Liberty Bell flower, with a retail value of around 50 cents. It was then strongly played up in our radio shows. As a timely, popular, moderate-cost magnet for dimes and box tops, it pulled to beat the Jerries and the Japs.

Income tax books and flower seeds by no means exhaust the list of good wartime premiums. Christmas cards, bulbs, black-out shades, flag decalcomanias, colored enlargements of soldiers' photographs, ration card and stamp book holders, etc., are almost as easily obtained now as before the war.

## Tread Warily on War Tie-in

But there are three things to be considered carefully if you tie your premium to the war:

1. Make certain that your premium doesn't interfere with war production. People are very sensitive about this. They don't want war materials used for civilian purposes. An offer of rubber hair curlers today would be equivalent to an order for tar and feathers.
2. People are weighing every purchase from the war angle. "Is it all right for me to buy this article?" That applies even to dime-and-box top merchandise.
3. People are resentful of anybody "cashing in" on the war. Many housewives have a son or a husband, in the armed forces. Don't play up your premium in ways that make them think you are capitalizing on their patriotism and sacrifices. For example, I believe a MacArthur bust for a quarter and a box top would be about as popular a premium as a two-ton bomb. There are different opinions about this, but I find myself on the conservative side.

A good premium must be timely—if it chimes in with something in the news, it already has a background of publicity and, today the news fairly sizzles with interests that affect everybody, everywhere.

Also, it must be something the public cannot obtain in the stores, and must have glamour, and instill pride of ownership.

Sometimes we get a good premium by starting with the news, but occasionally a good article suggests its own timeliness, as a Blarney Stone charm for St. Patrick's Day.

In our agency, we comb the markets of North America for suitable premiums—have always done so—but are more alert than ever today, when premiums offer so many complications—and opportunities.

Recently we sent an agent to Mexico City to find articles manufactured there which are new and welcome to American women. The Mexicans are peculiarly resourceful in making the small artistic trinkets we formerly imported from Europe. They have clever ideas, and are geared up for quantity production.

A few months ago, we were presented with a promising novelty sold on roadside stands in Florida. It was a fresh cocoanut in the husk, something as rare as growing oranges to most people in cold climates. So it

had popular appeal, and we found that it could be used as a premium for a box top and quarter.

But I vetoed this idea—and quickly.

Reason: One of my uncles was a rural delivery mail carrier. I pictured him going out on his route some morning with a car full of these unwieldy cocoanuts to deliver. And I could picture, too, the resentment of the people on his route that a manufacturer could be so selfish as to clutter up Uncle Sam's mail service with such parcel post in wartime. The cocoanuts stayed in Florida.

Premium advertising is a form that constantly changes; if you are fast-thinking, the changes are usually for the better. Some of the changes are merely different appeals to old popular desires.

In this magazine, a year ago (SM, September 15, 1941), I listed ten premiums that we have used, ranging them in the order of their effectiveness:

1. Ornamental can holder
2. Silk stockings
3. Seeds
4. Christmas cards
5. Charm bracelet containing a piece of the famous Blarney Stone
6. Stag handle carving knife and fork
7. Cloth sewing kit
8. Scissors
9. Defense pin
10. Glass silver-top salt and pepper shaker set.

#### Premiums as Home Front Aid

Of these, 1, 6 and 8, being made of scarce metals are out for the duration, and silk stockings are also out because—we all know the reason! But seeds, holiday cards, cloth sewing kits and many jewelry items are still available. The can holder, silk stockings, carving set and scissors would be "out," even if obtainable, because people would suspect that the advertiser was "getting around" the war shortages in some tricky way. The sewing kit might be given a war slant—mend-and-make-do to help for victory. Today, with the public thinking about war, a sewing kit might very well be an attractive premium.

It's not only the article itself that counts, in premium use, but also the build-up that skillful advertising can give it through radio. You have to sell your premium as adroitly as you sell your product.

In printed advertising, it is easy to present logical reasons why every family nowadays ought to have an income tax manual, but it is hard to make every family *feel* this need emotionally.

But in a radio show, a serial, whose characters are well known to your listeners, you can face John, the strong quiet father to whom everybody turns in trouble, with an income tax problem that means ruin, if he cannot solve it. You can have Skink, the villain, ready to foreclose the mortgage, attach John's savings, and maybe steal the gal, for good suspense. Then John discovers an expert who, through long experience in honest interpretation of tax laws, shows him a way out of his difficulty—and then you ask your listeners whether they are bothered by their income taxes, and whether they also would like to have the help of an

**DETROIT'S**  
*income tax return*  
**per thousand**  
**highest**  
**in**  
**America**



No other major United States city equalled Detroit's income tax return record of 218 per thousand persons. Nearest approach was Chicago with 203 returns per thousand. These figures for the year 1941.

Along with Detroit's amazing mounting tide of employment, these figures, just cited, indicate the primary importance of this town as a place in which to sell merchandise.

With a circulation total of 358,198 for July, an increase of 37,103 copies per day since January, The Detroit Free Press keeps pace with Detroit's growth and marketing opportunities. It is the only morning newspaper in a city of over two million. It has not increased its advertising rates.

## The Detroit Free Press

Story, Brooks & Finley, Inc., Natl. Representatives

income tax expert . . .

In radio, you can do this with people, five times a week.

The show's the thing, and the premium can be largely what you make it.

One other problem is, "How far can I go in aggressive selling when people are being urged to restrict their purchases, to avoid inflation?"

To me, the lines here seem to be clearly drawn.

People must be urged to postpone purchases of goods that take war materials and labor, such as refrigerators and vacuum cleaners. Those are covered by restrictions, so you can't sell them. Also, they are not usually sold through premiums. For premium advertisers, therefore, they present no problem.

### Premiums with Substitutes

People are also being restricted in the purchase of such consumer goods as sugar, gasoline, coffee, etc., and will be confronted with further limitations. It would clearly be against national policy to put selling stress on these products, but restrictions and public feeling are sufficient check.

There remains, therefore, a large field for selling: Everyday consumer goods that are not restricted, such as foods, household necessities, tobacco. Persuading people to go lightly on the things that are scarce, and use more of the things that are plentiful, is helpful to national policy. Also, some goods can be pushed to relieve shortages, as selling coffee substitutes instead of coffee.

Incidentally, I think that here is a new use for premiums—one that has never been exploited. Perhaps the quickest and most economical way to induce people to stop buying scarce foodstuffs would be to offer a premium with the substitute.

Premiums, far from being a hindrance in the war effort, can, in my opinion, be drafted to the firing line to be a force for good in our shifting wartime economy and help in winning this war.

If your product is plentiful and is one that calls for aggressive selling, then war should make little difference. Your competitors will be selling too. You have your brand to protect, your distribution to maintain as far as transportation and labor shortages will permit.

At this point, many advertisers ask, "But isn't premium selling destructive to the product in the end—doesn't it create an unhealthy sales fever that may ultimately kill the product?"

Any economist will tell you that there are two fundamental ways to

stimulate sales. First, you can offer the *same* merchandise at a *lower* price, or second, you can offer *more* merchandise for the *same* price.

The first method is nothing but price-cutting, and leads to bankruptcy. No matter how big you are, eventually the sheriff will come around, and your door will close automatically when he steps out of his car.

But by the second method you can offer *more* merchandise for the same price. One way to do this is by building a plus value into the merchandise itself by use of an appealing copy story. The fast-dissolving feature of Bayer aspirin—the sleep story of Ovaltine, the grease-dissolving property of Bab-O, the fact that H-O Oats are never soggy are applications of this method. Effective as these methods are, they have their limitations and, in many highly competitive fields, seem to have lost their magic to produce quick results.

The most spectacular method, sales-wise, of offering more merchandise for the same price is through the use of self-liquidating premiums—and you'll stay in business, provided your product is one that people will buy repeatedly. Of course, such self-liquid-

ating offers are usually run only for limited periods, and thus become nothing more than sampling devices.

Price-cutting is sliding down hill. The price, once reduced, can seldom be put back to the old figure—you can't slide up hill.

But by offering more merchandise for a trial period, to get new consumers, by using a self-liquidating premium as an added inducement, you march up the hill, merely pausing now and then to gather more consumers into your party.

Every premium, in peace or war, must be self-liquidating, to meet my approval. The advertising costs money, yes, and must be budgeted in your operating costs. But the premium must pay for itself in the dime or quarter you ask for with a box top, and those who send for it must be satisfied that they have received good value. Thus, the self-liquidating premium samples your product to thousands of new users—yet costs you nothing above your normal advertising space, time or talent costs.

"Does premium advertising destroy good will?" is another question asked frequently.

Not at all. In fact the most valuable

# WHKY

announces the completion  
of its new transmitter —  
5,000 watts day and 1,000  
watts night—on 1290 kilo-  
cycles. This increased  
power and our new direc-  
tional antennae system  
makes WHKY the No. 1 buy  
for single coverage of the  
rich Western North Caro-  
lina Market.

# WHKY

BLUE NETWORK

HICKORY, NORTH CAROLINA

good will results from the use of a product. Users are your best salesmen, too. And the very objective of a premium operation is to create new users of a product. Therefore, by creating more users in less time, premiums speed the building of good will. Because they offer unusual value, the premiums themselves make friends for the advertiser's product.

In our files we have hundreds of cases in which people, after sending for a flower seed premium, have later written the advertiser to tell how much they enjoyed the flowers. Those who sent for the income tax manual have taken time to write and say how it helped them.

This "fan mail" is peculiar to radio, because people connect the characters in the radio show with the premium they get. When they are helped through their tax difficulties in the same way as John, the strong silent

man of the radio story, they are glad to write and tell the sponsor of the help they received.

Premiums offered over the air build good will in three ways—for the benefits of the product, gratitude for the premium, and loyalty to the entertainment.

Advertisers with unconquered markets may well study the front page of their newspapers. Attacks planned with imagination, backed by adequate offensive weapons, and led with courage have shown their effectiveness again and again. Defensive tactics are often more costly than attack. Unopened markets may yield more readily than you imagine to a brilliant offensive.

Premiums are one of the tested weapons of attacks for fighting brands. Do not neglect them in wartime. The war has cramped premiums less than you think!

the cost per case was less than half what it had been in 1941. Total expenditures for sales, advertising and promotion expense are also well below last year for the six months period.

Advertising expense, although part of the figure mentioned above, is up considerably for the simple reason that there had never before been a planned and consistently operated advertising campaign although there were a number of sporadic insertions. This year the company will spend about \$200,000 in advertising.

### Special Allowances Out

The total cost for sales, advertising and promotion in 1942 is but a few cents per case more than the amount expended during the same period last year in distribution allowances, quantity allowances and sales bonuses to customers. Duff has no such items this year.

Their appropriations are based upon a definite per-case allowance. After studying the company's previous operations, Mr. Walker asked for four-fifths as much per case as was allowed last year for total sales, advertising and promotion expense. This included the new advertising campaign by newspaper, magazine and radio—and also for the trade journals which are such an important part of the Duff plan. So far the company has spent only slightly more than half as much per case as the sales manager had requested but increased advertising expenditures planned for the latter part of the year will gradually step up the figure closer to the appropriated amount. There will still be a saving, however.

Meanwhile, the company has introduced new packages, has entered several new markets and is planning increased promotion on a comparatively new product. They have been sound in their judgment on pricing and, consequently, have no difficulties as yet with ceiling prices.

The company is not restricting its activities to civilian needs. They also sell mixes to the armed services for commissary resale and are bidding on other army needs. They have offered to army authorities their knowledge of prepared mixes and their keeping qualities in a further effort to be useful in feeding men in the field. As the head of the company stated, "If need be, we would gladly turn over our entire facilities to help win this war. But we think our best contribution would be in making the things we know best how to make—excellent, long-keeping, fully-prepared mixes. We'll keep doing that."

## Duff's Hot Weather Advertising Ends Traditional Summer Slump

**I**N July P. Duff & Sons, Inc., Pittsburgh, makers of Gingerbread Mix, declared a sales holiday and all of their men took a vacation—but the business continued to roll in.

1941 was a good year for Duff, with sales volume 66% greater than 1940 and 207% over the 1938 figure.

But business for 1942 to date is up 90% over the banner 1941 year.

The greatly accelerated rate of increase this year is owing to several factors. Sugar rationing is one. Emphasis on concentrated, dehydrated products may be another. Planned advertising and merchandising are definitely another. The rest is probably just plain common sense.

The common sense shows up in their decision to lick the Summer slump which, always in the past, had been accepted as more or less inevitable. But when John Walker, who left General Foods last December to join P. Duff & Sons as sales manager, looked into the situation, he couldn't see any reason why their prepared mixes were not just as economical and just as desirable in Summer as in Winter. Other company executives told him to go ahead and try to break the hot weather slump.

He did it by taking money which the firm had been spending in distribution allowances, quantity allowances and sales bonuses to customers, and putting it into a well-rounded summer advertising campaign. The advertising

schedules for July, August and September include weekly insertions in 102 daily newspapers from Kansas City to the Eastern seaboard, thrice-weekly spot announcements over 22 radio stations and consistent space in four women's magazines and seven grocery trade publications.

Mr. Walker's confidence was proved justified. May and June sales were over twice as large as the same month in any previous year, and the company is now operating at full capacity.

When John Walker arrived in Pittsburgh last December the management's attitude was that, on patriotic and economic grounds, they should expect no greater volume in 1942 than in 1941. He sold them on the idea that Duff's fully prepared mixes fit well into the nation's wartime economy and, therefore, should be pushed aggressively. Being concentrated, dehydrated products they conserve time, ingredients, labor, packaging materials, space, handling and transportation. They are nutritious. The company is believed to be the only maker of a gingerbread mix using only natural liquid Louisiana molasses which, doctors say, is the best available source of iron other than liver. It is also an excellent source of calcium and phosphorus.

The handsome sales increases are being accomplished without any increase in total marketing costs and, in fact, for the first six months of 1942

*There are plenty of cylinders for the*

# BATTLE OF BRAINS



Because they are made entirely of non-critical materials, Dictaphone cylinders for dictating machines will continue to be available for the duration. There is no need to hoard them.

This is good news, indeed, to executives who are using dictating machines to keep pace with the accelerated mental production required in today's battle of brains.

Dictaphone equipment likewise is still available. It has to be distributed with a greater sense of responsibility than formerly, but if you are an over-worked production executive trying to keep ahead of almost incredible volumes of work you owe it to yourself to get in touch with us.

In the Army, Navy and other vital war services Dictaphone equipment has shown itself indispensable to a variety of uses. Now, when all America is united in the greatest single task of all, the value of the Dictaphone Method is being proved as never before.

After the war is won we'll be ready to serve thousands of businessmen who by war necessity have learned the advantages of doing away with such handicapping habits as antiquated, time-wasting, two-person dictation. Dictaphone Corporation, 420 Lexington Avenue, New York.

\* HELPING TO WIN THE WAR IS DICTAPHONE'S NO. 1 JOB TODAY \*



**ACCURATE AS A TARGET RIFLE . . .** fast-firing as a Garand . . . the U. S. Army's deadly new anti-aircraft guns are designed to take a terrible toll of enemy planes.

These guns are aimed and fired by remote control. The marksman simply sights and follows the target with a finder, and releases the trip mechanism which fires the gun. The gun barrel swings in unison with the aiming device.

To Dictaphone Corporation went the difficult task of making the precise and intricate control system—the brains of the mechanism. This device enables the guns to get into action with deadly accuracy and almost incredible speed, the instant the enemy is sighted.

Thus the skill and precision which have been developed in the manufacture of Dictaphone dictating machines have now been turned to make one of the Army's most complex mechanisms.



**ALL DICTAPHONE ELECTRICORD® EQUIPMENT** is designed or reserved for the armed services and their direct suppliers.

Today in airplane control centers are batteries of Dictaphone Electricord Belt Recorders which make permanent records of all flight instructions. Continuous recording is done on small flexible belts which are practically unbreakable, and which can be folded and filed away.

Another development is the Dictaphone Special Electricord recording-reproducing machine which records from electric communications equipment and is being made for the U. S. Army Signal Corps and other essential war services.

This special equipment for war use is typical of the developments of Dictaphone research which will be available for civilian use after the war is won.

*\*The name Electricord, formerly Telecord, is now applied to Dictaphone equipment which is electrically amplified.*

The word DICTAPHONE is the Registered Trade-Mark of Dictaphone Corporation, Makers of Dictating Machines and Accessories to which said Trade-Mark is Applied.

**DICTAPHONE** ACOUSTICORD DICTATING EQUIPMENT  
ELECTRICORD RECORDING EQUIPMENT

SEPTEMBER 1, 1942

[ 37 ]

# Regular Products Banned by War, Thor Finds and Sells Substitutes

Washers and ironers are out for the duration, but Thor's San Francisco branch isn't. A new line of "home grown" appliances demands adaptability, ingenuity from men and management.

**W**HEN Hurley Machine Co., Chicago maker of Thor washers and ironers, turned to war production, its San Francisco distribution branch might have gone out of business. But Branch Manager George M. Dickie saw no reason for surrendering.

"Even if there are no washers and ironers available," he reasoned, "there are plenty of other appliances and gadgets still obtainable—and plenty of people to buy them."

He investigated, and found that there were a number of consumer products from which to select. Some were manufactured on the West Coast—an important factor in view of impending transportation bottlenecks.

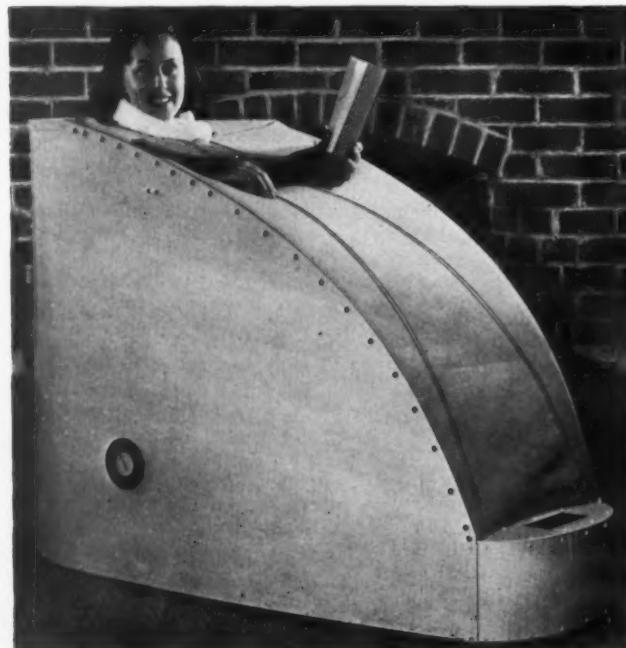
Today the Thor San Francisco branch is holding its own. Substitute appliances and gadgets, plus the Thor parts business, enable it to pay overhead and keep the staff together. "The outlook for the future is fair," says Mr. Dickie. "It will be more than fair if we can continue to get delivery on our new line and add some other items."

In Thor's display rooms the place of honor is now held by the Howard Health Cabinet. Invented by Robert Howard, and manufactured in Hollywood, the appliance has numerous

health conditioning uses. It is recommended by prize fighters, movie stars, business men, athletes. An actual and potential market exists among clubs, hotels, beauty salons, turkish baths, reducing trainers, doctors, and the general public. Already it is being placed by Mr. Dickie's organization, through dealers, in such establishments. His men are also interesting a wide range of dealers in it, including appliance, furniture, department and hardware stores.

Another appliance now bearing the Thor name (though made for the company in Los Angeles by a local manufacturer) is a gas hot water heater. While gas water heaters are subject to restrictions in California, still they are being sold. The San Francisco office is acting as a testing ground for this appliance, as for most of the other items recently taken on. Its success with the new line (together with continued availability) will probably determine whether or not Thor branches in other cities will follow San Francisco's lead.

Smaller items taken on by Mr. Dickie include a line of Health-O-Meter bath scales; a window ventilator made locally; Landon's open top carpet sweeper. All three are meeting with a good reception.



The Howard Health Cabinet is good for the aches and pains of bodies and a business. Made in Hollywood, it avoids transportation difficulties. If it clicks in California other branches may take it on.

So far the Health Cabinet is the San Francisco office's mainstay. Before undertaking its representation, Mr. Dickie visited the Hollywood factory and carefully studied its potentialities, successes to date, and possible markets. He brought a cabinet to Thor Chicago headquarters.

The subsequent decision to accept representation for the whole of California necessitated a considerable re-orientation and complete re-training of the sales staff. "But we haven't regretted it," says Mr. Dickie. "In fact, the men find it even more interesting to sell this appliance now that they understand it and the potentialities and market."

He and his men set out to sell the cabinet to specialty dealers and also to regular appliance dealers and other retailers of larger equipment to replace items they have lost because of the war. Twenty dealers are handling it. "We are not going to establish many dealers before we have stimulated retail demand."

## Demand First, Then Dealers

This demand is being created, to begin with, through the clubs, beauty shops, etc., mentioned above. In addition, two home models are being sold by dealers. Publicity includes testimonials from movie stars, prize fighters and other celebrities. W. C. Fields permitted himself to be photographed in a cabinet, and is on record as saying that it saved his life.

If acceptance of the cabinet is general in Northern California, additional Thor distribution offices in Los Angeles, Portland and Seattle will probably start selling it. The Thor-name water heater and other new items may be extended to other Thor distribution centers if sales response warrants.

"We are not kicking about progress so far with the substitute articles," says Mr. Dickie. "Together with sales of parts to service our original appliances, these wartime substitutes are carrying us. If we can continue to get these items and perhaps add others we shall not despair."

## Schenley Starts Coronet "American" Brandy Series

Schenley Import Corp., N. Y., is using large space in three magazines and key newspapers c-to-c for Coronet brandy. Humorous copy and a trade character seek to make this the "handy brandy" for various drinks. The "Made in America" theme is emphasized. William H. Weintraub, N. Y., is the agency.



## LACK OF COVERAGE CAN BE INTRIGUING!

Of course much depends upon who is being intrigued by what. For example, in the Pittsburgh Market it would hardly be intriguing to leave uncovered the 144 suburbs surrounding Pittsburgh, in which you should sell more merchandise than you do in the ABC City.

Only through one Pittsburgh daily newspaper can you effectively cover these surrounding 144 cities and towns . . . the **POST-GAZETTE** . . . which offers 50% more coverage than either of the other two daily newspapers.

And in the ABC City, the **POST-GAZETTE'S** circulation is the second largest in Pittsburgh . . . that is why we say that the **POST-GAZETTE** is the only paper that offers you effective, balanced coverage of the entire Pittsburgh Market.

## **PITTSBURGH POST-GAZETTE**

*Represented Nationally By Paul Block & Associates*

New York • Chicago • Philadelphia • Detroit • San Francisco • Los Angeles • Seattle

SEPTEMBER 1, 1942

[ 39 ]



The staff of *Farm Journal and Farmer's Wife* recently cooked and served a dehydrated meal for 25 people. Seven pounds of dried foods—carrots, cabbage, eggs, etc.—plus five gallons of water (and another two gallons for coffee, also dehydrated) produced a lip-smacking repast. Left shows the dehydrated foods before they were cooked.

# Dehydrated Food Industries Are Expanding; Tripled Output in '43?

Government helps infant industry to increase production facilities . . . limited volume of product available for civilian market . . . Swift dehydrated meat for overseas shipment to armed forces.

BY ETNA M. KELLEY

**A**MERICA'S sudden plunge into war last December brought shipping hazards and shortages of tin and other packaging materials, two factors which focused the attention of the world on dehydrated foods. Our small and faltering dehydrated food industry has striven valiantly to meet the demands placed unexpectedly upon it, but has suffered keenly from growing pains. Insufficient research, lack of capital for expansion, the indifference the public had formerly accorded most dehydrated foods all combined to handicap it.

When the 19 members of the National Dehydrators Association, representing 47 plants, met in Chicago last February, their newly elected president, L. K. Harper, vice-president of Sardik Food Products Corp., New York, said he believed the industry could not turn out in a year 60,000,000 lbs. of dehydrated fruits and vegetables of quality acceptable to the

Government.

But the industry has moved fast since February, and there is reason to believe it will greatly exceed Mr. Harper's estimate. Furthermore, there is talk of doubled and even tripled production next year. Dehydration of milk and eggs, generally considered in a separate category from dehydration of fruits and vegetables, has gone ahead at a dizzying pace. Commercial dehydration of meat has begun for the first time in the history of the nation, WPB having recently given the green light to production facilities for 60,000,000 lbs. annually.

This record has been achieved partly through the efforts of the industry itself and partly through government assistance. Shortages of raw materials and packaging materials in many fields have brought newcomers into the industry. Deprived of tin by government order, manufacturers of dog foods are putting out their products in dehydrated form. A wide variety of dehydrated soups is now available to consumers, the trend having been intensified by the tin shortage.

Embarrassed by its sudden elevation to the limelight, members of the Na-

For more information on the astonishing dehydration developments see SM, March 1, 1942, "U. S. Stuns Dehydrated Food Industry With Call for 200,000 Pounds," and "Some Notes About Dehydration: An Industry With Growing Pains."

tional Dehydrators Association suffered acutely from the weight of demands for information that flooded them last Winter. Spokesman for the industry had long been L. K. Harper, of Sardik, who was popularly supposed to carry all available statistics and information under his hat. With public interest in dehydration at a new high pitch, he found himself so besieged by questioners that he had little time to devote to the needs of his own firm. This, together with the industry's realization that it now has an opportunity to establish itself firmly with post-war markets in mind, has led it to undertake a program of constructive planning. Thus far the program has progressed only to the point of beginning a survey and of delegating to J. Walter Thompson agency handling the account, the job of satisfying the eager horde of information-seekers. Members of the association are a cagy lot, refusing to reveal their number and their identity. It is known that they are in no hurry to accept new members, that they would like to keep out fly-by-nights, and that they remember all too well the quick collapse of the dehydrated food industry after World War I. They hope that insistence on high quality will prevent any such collapse at the end of the current war.

Government assistance to dehydrators has taken the form of orders and the promise of still more orders, of priorities for conversion and expansion, and of encouragement and sponsorship of research and education.



## MEET MISS SUBWAYS

December '41

Ruth Ericsson manicures at the Waldorf. Born in Sweden, Miss Ericsson was graduated from P.S. 69 and Bronx Industrial High School.

An expert dancer, water skiing champion, she uses the IRT twice daily to work and to shop. Ruth hopes for the right man and a family.

*John Howard Powers*  
247 Park Avenue

PHOTO BY M.Y. BENTER

*Lovely New Yorker*  
RUTH ERICSSON

## Orchids, love letters, and lemon pie

No. 1 priority on the road to fame for a young and lovely New Yorker today is to be named "Miss Subways."

One fortunate girl is chosen for this title every month—and her picture, and a paragraph about her appear on an "editorial" card in the subways under the title "Meet Miss Subways."

Literally, she's famous overnight—because New Yorkers *read* the advertisements and editorial features in the subways—and go into action, fast.

Consider how Miss Ruth Ericsson, Miss Subways for December, received 256 marriage proposals. An offer of a screen test. Flowers and other gifts galore—even an excellent lemon meringue pie.

The medium's policy has revitalized this time-tested means of selling New York—proved that the nine out of ten City adults who ride in a month are readers as well as riders.

Whether in normal times or in these of gasoline rationing, subway advertising is the key to the City. It delivers your advertising with forceful daily repetition in color—at only 4.6¢ per thousand for subway card circulation and 1.9¢ for subway platform poster circulation.

Say it **fast!** Say it **often!**  
Show your **product** in the

# SUBWAYS

# Hi' ya, Bomber... What Are We Waitin' For?

Proper selection of targets was never more important than it is today. No advertiser can afford to waste his ammunition . . . his merchandise, containers, travelling time or sales dollars . . . on relatively unattractive territories. The Booth Michigan Market is outstanding in two ways . . . as a wartime production area and as a close-by, heavily populated, easily worked wartime sales area! The eight Booth Michigan Newspapers, with over a third of a million circulation daily, cover it in a dominant way!



Grand Rapids Press • Flint Journal • Kalamazoo Gazette  
Saginaw News • Jackson Citizen Patriot • Muskegon Chronicle  
Bay City Times • Ann Arbor News

I. A. KLEIN, 50 E. 42nd St., New York JOHN E. LUTZ, 435 N. Michigan Ave., Chicago

• • TWICE AS MANY CUSTOMERS pay most attention to your advertising when it's in the CINCINNATI TIMES-STAR in preference to any other Cincinnati paper. 4 separate store-customer surveys prove it!



## TWICE AS MUCH ATTENTION!!

Last May the Department of Agriculture announced a program to encourage expansion of vegetable dehydration facilities, under which existing dehydrators were invited to expand and canners and food processors were promised assistance in converting their plants for dehydrating operations. The War Department and the WPB are cooperating in the program.

One plank in the program was the promise of the Agricultural Marketing Administration to contract with processors meeting requirements to buy dehydrated vegetables needed for domestic, Lend-Lease and military use. Increased production of dehydrated white and sweet potatoes, onions, cabbage, carrots, beets and rutabagas was sought.

### Where to Place New Plants

Applications of processors were to be considered on the basis of such points as location of plants, suitability for expansion or conversion, availability of management and labor experienced in dehydration or other food processing, possibility of converting with least possible use of critical materials, availability of supplies of fresh vegetables and of labor to harvest them, ability of plant operators to arrange financing, and geographical and climatic conditions affecting suitability of vegetables for dehydration.

At the request of Secretary of Agriculture Claude R. Wickard, WPB set up a bank of materials which would permit construction of facilities to produce (above existing production) 66,189,000 lbs. of dehydrated vegetables; 84,293,000 lbs. of spray-type dried milk; 110,242,000 lbs. of dried eggs; and 60,000,000 lbs. of dehydrated meat.

Most of the materials for expansion of milk and egg drying have been allocated. The AMA, WPB and Army committee administering the vegetable dehydration program are now considering applications from firms interested in participating in the program. The inter-agency committee has approved enough firms to use all materials allocated for expansion of vegetable dehydration.

AMA purchases of dehydrated vegetables through June 30, 1942 were as follows: Beets, 14,400 lbs; cabbage, 151,600 lbs.; carrots, 101,800 lbs.; onions, 656,200 lbs.; potatoes, 989,120 lbs.; spinach, 6,000 lbs.; turnips, 116,200 lbs.; and Julienne (mixed vegetables), 8,000 lbs. AMA also purchased in that same period 7,344,000 lbs. of dehydrated soup and 670 lbs. of dehydrated tomato soup flakes; 208,779,250 lbs. of dried skim milk;

5,227,500 lbs. of dried whole milk; and 206,368,575 lbs. of dried eggs. These figures do not include purchases made directly by the Army, a sizable market for dehydrated foods of various kinds.

For a nation at war, the rate at which food dehydration capacity is being increased is no mean achievement. The July 26, 1942, issue of the *New York Times* stated that this year 619,000,000 lbs. of dried milk will be bought for \$70,000,000, and that egg-drying capacity has been raised from 25,000,000 lbs. in 1939 to 290,000,000 lbs. for 1942. Dehydration of vegetables and fruits had made less progress before the war began and has still far from caught up with its vast potential market.

### Technicians Being Trained

Lack of technical knowledge about dehydration and lack of trained personnel are being overcome to some extent by such projects as the U. S. Department of Agriculture's regional laboratory in Los Angeles, by a program of dehydration research at the University of California, and by the school of dehydration to be conducted at the Rochester, N. Y., Beech-Nut Packing Co. plant by the U. S. Department of Agriculture. The school will be held in October and attendance will probably be limited to operators from dehydration plants.

Civilians, too, are affected by transportation bottlenecks and the scarcity of tin, and are turning more and more toward dehydrated foods, a limited share of which are available to them despite the enormous demands of Lend-Lease and military users. As a proving ground and foretaste of the future, experiments in the marketing of these foods and their consumer acceptance are especially interesting.

The \$50,000,000 dog food industry was rescued from wartime oblivion largely by its conversion to dehydration, which permitted packaging in pasteboard and laminated containers. One of the first firms to adjust itself to new conditions was Swift & Co., which brought out its dog food Pard in dehydrated form last June, backed it by a nationwide advertising campaign and gained so swift and thorough acceptance that it had to ration the product to dealers. Other dog foods now sold in dehydrated form are Red Heart (John Morrell & Co.), Ideal (Wilson & Co.), and a new vitamin-enriched product called Munchy manufactured by Park & Pollard, 40-year-old livestock and poultry feed firm ("Lay or Bust" is its best known trademark).

One company which has greatly in-



*Dear Subscriber*

It is a very sobering thing for our editors to read on this week's cover that more than a million U.S. families are now turning to *TIME* each week for a clearer understanding of the news.

In all the history of publishing only one other magazine has ever reached even 300,000 circulation—at \$5.00 a year. It certainly would have cheered *TIME*'s founders as they watched *TIME*'s first copies slowly peeling off a little flat bed press back in 1923 if they had had any assurance that *TIME*'s circulation would ever reach even 100,000.

For 100,000 was the magic figure then—the circulation at which *TIME* might hope to make enough money to stay in business—and it looked very, very far away. In fact, it seemed so far away that every established publisher *TIME*'s young founders could get in to see (from Cyrus H. K. Curtis down) threw cold water on their "newsmagazine" idea and refused to put even a dollar into it.

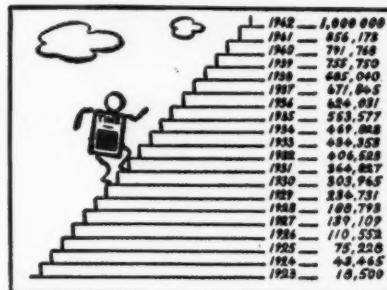
Luckily *TIME*'s early readers were much less bearish. For instance, within a month of the first issue, Charter Subscriber Thomas W. Lamont told his friends that *TIME* was "a brilliant feat." Colonel House said the infant magazine "filled a long-felt need." Bernard M. Baruch proclaimed *TIME* "the best condensation I have seen."

And Franklin Delano Roosevelt, then just the Squire of Hyde Park, said in a particularly encouraging letter: "I feel certain *TIME* will grow in popularity. It is interesting all the way through and unbiased as far as it is possible for red-blooded Americans to make it so." Mr. Roosevelt closed with a friendly suggestion that we ought to try to get the nation's newsstands to handle it (as late as 1929 *TIME*'s newsstand sale was only 35,000; this week it will probably top 300,000).

But still there was good reason on the doubters' side; for the magazine *TIME*'s founders planned was not a

magazine for everybody—and it never will be a magazine for everybody. As you know, there are more facts per paragraph in *TIME*—more significant, difficult, complicated facts about industry and finance and politics and war—than there are in any other widely read magazine we know about. And no reader can really get full value out of *TIME* unless he brings to *TIME* a background of education far above average.

And so, long after the early red ink years from 1923 to 1926—even after Mr. Roosevelt moved from Hyde Park to the White House in 1933—it looked as though 500,000 would be timberline for *TIME*.



Of course one explanation of why *TIME* has grown so far beyond our expectations is that there are three times as many high-school and college graduates today as in 1923. Another reason is that America's income is much more widely distributed today and there are a great many more homes which can afford *TIME*. And of course the need for *TIME* has grown too—for the news has become increasingly important in all our personal lives, and increasingly difficult to follow without the organized, verified kind of reporting that *TIME* offers.

But whatever the explanation, I don't want to pass this milestone without telling you how much we all appreciate the confidence and support you have given us.

Cordially,

*P. L. Rosen*  
PUBLISHER

REPRINTED FROM THE AUGUST 17th ISSUE OF *TIME*

creased its sales (more than quadrupled, it claims) is the Flag Pet Food Corp., of New York. Originally in the fish business, the firm has been marketing excess fish as fish meal (poultry and cattle food), for the last 15 years. When the war began, it was also selling a canned dog food containing cod liver. Since its equipment for making poultry and cattle food was also adapted to making a dry dog food, the company was able to convert almost overnight. Its new dehydrated product, Flag Dog Food, in a pasteboard carton, was introduced in February. It has been advertised extensively in newspapers (22 were used in July), trade journals and Sunday magazines, Peck Advertising Agency handling the account. Premiums (labels for War Stamps) are given to both consumers and dealers.

The company has also been active in supplying dealer display material and in cooperating with stores in local advertising campaigns.

Even before entrance of U. S. into the war, dehydrated soups were becoming firmly entrenched in the soup market. Noodle makers had done much to develop this market, finding it profitable to offer their product package with dehydrated vegetables, chicken fat or other soup ingredients. Soup mixtures, of which dehydrated foods form a part, are now being sold by a dozen or more companies. Most of them retail at about ten cents.

Some of the best known are:

*Continental Noodle Soup Mix*, distributed by Thomas J. Lipton, Inc., Hoboken, N. J. It contains chicken fat, is packaged in a combination laminated and printed paper envelope

and is advertised (through Young & Rubicam) in rotogravure and color in *The American Weekly*, the Metropolitan Group and some independent newspapers.

*Dainty Vegetable Noodle Soup* and two other mixes, Dainty Food Mfg. Co., distributed by Kraft Cheese Corp. through Phenix Food Sales Co. Packaged in waxed paper envelopes.

*Goodman's Noodleman Soup* and a soup mix with dehydrated vegetables, A. Goodman & Sons, Inc., New York, 76-year-old manufacturer of egg noodles (Kosher). Soups, introduced as a side-line, have met good acceptance and advertising will be resumed in the Autumn, through A. Paul Lefton Co. The noodle mix is packed in a cardboard box, and the vegetable mix in a tubular cellophane container.

### Soups Lead the Way

Mrs. Grass' Noodle Soup, manufactured by I. J. Grass Co., Chicago, noodle makers for the last 35 years, has been on the market for the past two and one-half years. It is advertised through radio, in more than 100 newspapers and in trade journals, and is distributed in 40 states. Like Goodman's noodle soup, the product is really a carton of noodles with the soup mixture included, but separately; in Goodman's, in a small envelope, and in Mrs. Grass' product, in an egg-shaped mass of chicken fat enclosed in gelatine and glycerine.

Examples of soups that are not mixes are Sardik's Tomato Soup Flakes and French Kettle Onion Soup. The last has been marketed by Romanoff Caviar Co., New York, for the past two and one-half years. Packed in a three and one-half ounce tin can, it consists of "toasted" onions, croutons, soup stock, grated cheese. Each tin serves four persons and retails for about 35 cents. Romanoff has aggressively merchandised the product, advertising it on the radio, in *The New Yorker*, and in *Telefood Magazine*; and in cooperation with dealers in local campaigns. Despite its comparatively high price, it is known as a fast seller, its best showing being a sale of 23 cases (more than 552 tins) in one week by a Gristede store, resulting from local advertising and a window display. Romanoff also sells other dried soups with flour base, among them asparagus and celery. They are packaged in four-ounce canisters, serving seven. A pioneer in the field is C. B. Gentry, Co., Los Angeles, the major part of whose output is sold in bulk to food processors, jobbers and distributors. The firm specializes in dehydrating onions—

52%  
of PITTSBURGH STORES  
RESTAURANTS and SHOPS  
*Keep their radios tuned  
to WCAE\**

A new daytime survey of DRUGGISTS . . . GROCERS . . . TOBACCONISTS . . . BARBERS and RESTAURATEURS (Metropolitan Pittsburgh) shows WCAE tuned in more than all 4 other Pittsburgh stations combined!

WCAE . . . . .	52%
STATION B . . . . .	21%
STATION C . . . . .	12%
STATION D . . . . .	11%
STATION E . . . . .	4%

If you need that extra "push" at the Point of Sale, tell it to the Trade—and the customer—on their favorite station.

\*Survey details on request



THE KATZ AGENCY

5000 WATTS  
1250 K. C.

NEW YORK—CHICAGO—DETROIT—ATLANTA  
KANSAS CITY—DALLAS—SAN FRANCISCO

MUTUAL BROADCASTING SYSTEM

powdered, flaked and chipped—but has also been making garlic powder for the last 11 years. This year it will produce about 2,500,000 lbs. of dehydrated onions, about 75% in the form of flakes and chips and the balance in powder. Garlic volume is about one-fifth that of onion. A "substantial" proportion of Gentry's production is going to the Army, Navy and Lend-Lease, the exact figure not being revealed. The company recently departed from its policy of bulk selling to bring out, under its own label, Chili Bricks—a concentrate of meat, suet and chili seasoning molded into the form of a brick. It is being advertised in the trade press.

### Civilians Must Wait

The list of foods now being dehydrated is long, but amounts available for consumers are not large. Rogers Bros. Seed Co., which dehydrates potatoes in shred form, made a sizable dent in the bulk restaurant market before the war. (One pound of shreds makes five lbs. of mashed potatoes, about 25 servings). During the past eight months the firm's two Idaho plants have been operating 24 hours a day on orders from the Army and Navy. None of this production is going to civilians now. Urged to double its output, the company considered building a third plant, but decided instead to enlarge its existing plants.

Another pioneer is Little & Co., Chicago, which has been manufacturing dehydrated foods for the past eight years. Much of its output is going to the Government, the exact amount being a military secret. It has won good acceptance for five and ten-cent lines of parsley, celery, onion and garlic flakes, and for a poultry dressing mix (requiring only the addition of bread and water). The company is now also dehydrating sweet potatoes and selling them in bulk to the Army. Its retail items are packaged in fibre, tin-topped cases, moisture proof bags and bottles. Its advertising, in newspapers and trade journals, is placed by Gourfain-Cobb agency, Chicago.

Skinner & Eddy, New York, which controls Dry-Pack Corp., a large dehydrating organization that sells its products to other manufacturers and packers, also makes Minute Man soup mix. It formerly owned another soup mix which was sold to Thomas J. Lipton, Inc., and is now being marketed as Continental Soup Mix. Skinner & Eddy recently experimented with a line of tomato, carrot and other mixed vegetable shreds. Offered through retail channels in Syracuse and Boston, the items were sold in 15-cent

Prominent Users of Strathmore Letterhead Papers: No. 32 of a Series



Photo of Obstacle Practice by  
Photo Section, 4th Armored Division

## This letterhead helps speed THE VICTORY PROGRAM

In the Cluett-Peabody plant, hundreds of workers are turning out millions of shirts for our armed forces. All the qualities of good fit and endurance that make the Arrow shirt famous now go into action with our soldiers in the camps and in the field.

Paper plays its part in this essential production. Paper for wrapping, paper for office and factory forms...and Strathmore Bond for the Cluett-Peabody letterhead...correspondence that keeps the records straight.

The Strathmore mills are supplying papers for many other war activities. And, in so far as STRATHMORE BOND and other Strathmore papers are available, we offer them to private industry as the letterheads that stand for *quality with economy* and that help to write a record of leadership for all who use them.

Strathmore Paper Company, West Springfield, Massachusetts

**STRATHMORE** **MAKERS  
OF FINE  
PAPERS**

laminated cellophane "window" envelopes. Supported by local advertising campaigns, they met good consumer acceptance.

National Distributors Co., New York, has recently become Eastern distributor for a line of dehydrated foods (chiefly powders) made by Sorenson & Co., Los Angeles. Thus far the foods have been sold chiefly in five-gallon tins to other manufacturers, and bulk consumers such as meat packers. Among the foods sold are dehydrated apples, artichokes, asparagus, beets, cabbage, cauliflower,

carrots, chicory root, horse radish, leeks, lettuce, mint, onion, okra, mushrooms, parsley, peas, parsnips, potatoes, pumpkin, rhubarb, spinach, sweet potatoes, watercress and oranges.

Early this year Colley Cranberry Co., Plymouth, Mass., packers and distributors of fresh cranberries, consolidated the dehydrating facilities it had maintained for two years with Cranberry Canners, Inc., Boston, manufacturers of Ocean Spray Cranberry products. Using the Sardik method of dehydration, Colley had gained excellent acceptance for its cranberry

flakes, a pre-cooked product requiring the addition of sugar and water, plus heating, to be converted to cranberry juice cocktail or cranberry sauce.

Newcomers are entering the dehydration field for a variety of reasons. As stated earlier in this article, dog food manufacturers used it as a means of staying in business when deprived of tin for packaging. Lynn Food Products Co., Chicago, subsidiary of Century Metalcraft Co., which formerly manufactured aluminum ware, is now selling a line of vitaminized dehydrated soup mixes, one variety of which contains a capsule of chicken fat enclosed in a glass container with noodles and seasonings. The firm also sells a cream-style dehydrated spinach soup and a vegetable noodle soup mix. By taking on this line of vitaminized food items, the firm is able to make use of its nutrition-conscious organization which formerly marketed kitchen-ware.

## FLASH!—To Sales And Advertising Managers!

**Between 15 and 16 millions of dollars will start flowing into the pockets of farmers in this area beginning September 28—when the Winston-Salem tobacco market opens here. That's PLUS purchasing power in a market that's already noted for the steady growth of its industrial activity and payroll.**

**Remember this "Gold" is only for one crop—and farmers in this area will receive many more millions for the other commodities they have raised—at the highest price levels in farm history!**

**That's why you should plan now to include Winston-Salem in your advertising plans as a definite "MUST". Ask for more information.**

**JOURNAL and SENTINEL**

Winston-Salem, N. C.

National Representatives: **KELLY-SMITH COMPANY**

NBC—Radio Station WSJS—NBC



that it can be made into cubes, under pressure, which keep well if packed in a cellophane or similar wrapper. For the present, however, tin will be used for shipments abroad and to the Army.

Before use, the meat is "reconstituted" by simply adding water. After that it can be made into meat loaves, stews, soups, patties, or into any dishes where ground meat is ordinarily used. In an emergency the product can be eaten just as it comes out of the can. It is flavorful and tasty, provides energy and satisfies hunger.

#### Saves Nutritious Elements

Laboratory research indicates that these dehydrated meats are approximately 55% pure protein and that they contain such nutritional essentials as the B vitamins, iron, phosphorus and copper. While government orders for the present call only for beef, experiments have proved that pork can also be processed in this manner. It has been found that the boned, dehydrated meat of four sheep may be packed into a three and one-half gallon tin.

Research will be continued by the laboratory of the American Meat Institute, the University of Chicago and the United States Department of Agriculture.

Before the white man came the American Indians used a primitive form for dehydrating meat. The Plains Indians had long produced "jerked" meats by simply cutting it into thin slices and drying it until brittle in the hot sun. In this manner they laid up quantities of buffalo "jerky" each year to provide against what otherwise might be famine periods.

In a recent letter to its stockholders, Wilson & Co., Chicago, reported exploration in the various channels of dehydration and stated that its background puts it in a position to produce dried beef—"1942 style"—and other dehydrated products that may be needed because of the shortage of shipping space.

Until the war is over most of the new dehydrated meats probably will be restricted to the Army and to shipments abroad under Lease-Lend. After the war what this new development may mean in feeding the nation and the world is anyone's guess.

It remains to be seen whether or not dehydrated foods will outlive the war and the subsequent period of food scarcity. If the interest of the public is an indication of virility, the industry has a rosy future. Its enjoyment of the Government's blessing, the steps taken by the National Dehydra-

tors Association to ensure stable growth, the experimental work being done by large, established food companies all bethink peacetime survival. Progress made in retaining vitamins has been considerable; and there is, in addition, a trend toward fortification with extra amounts of minerals and vitamins. Vitaminized dog foods and Lynn's vitaminized soups, mentioned earlier are cases in point.

According to Robert W. Howard of *Farm Journal*, a member of the farm press much interested in the new industry's development, if dehydration does become a permanent market, it

will mean a readjustment of public relations between manufacturer and farmer as it will require special varieties of crops and, possibly, a more direct system of delivery from field to reduction plant.

Since the Government absorbs the major part of America's dehydrated food output, it has not yet become an important factor in the advertising picture. As the war continues, there may be some advertising to gain a foothold in post-war markets, even though, as *Farm Journal* puts it, nobody knows whether the (dehydration) baby will live.

## EFFECT OF WAR on Popular Mechanics' Market

**A**HIGH percentage of Popular Mechanics' readers are industrially employed. Their incomes are up. Department of Commerce reports show that the average weekly earnings of factory employees increased 27% from December, 1940, to February, 1942. Total payrolls increased 45.6%. Those figures indicate large advances both in wages and in numbers employed.

While earnings of industrial workers were rising, the voluntary circulation of Popular Mechanics was increasing in the industrial areas. In thirty-three cities, high in war production, newsstand sales increased 28.6% from February, 1940, to February, 1942.

Earnings and circulation thus show that war has made the Popular Mechanics readership a better market and a bigger market. Also the increase in total circulation makes it a market more economical to cultivate. Whether you use twelve pages or one, the cost per page per thousand is less than \$1.50.

If you have goods or services to sell now to men for home or factory or if you have a name or trademark you wish to keep alive in men's minds, the pages of Popular Mechanics provide the economical and effective way to do so.

**POPULAR MECHANICS**  
*Magazine*

200 East Ontario Street, Chicago • New York • Detroit • Columbus



McKee Glass Co., Jeanette, Pa. uses this new combination carton and display container for its Betty Jane nine-piece baking set. The package enhances the sales appeal of the ovenware, and makes a particularly appealing gift item. Carton designed and supplied by Robert Gair Co., Inc.

## Rumford Cuts 128,222 Miles from Sales Routes; Sales Trend Up

As a reward for more efficient performance, Rumford increased mileage allowances from five to six and seven cents a mile, helped men finance purchases of new cars.

FOR five and a half months Rumford Chemical Works, Rumford, R. I., has been carrying out an aggressive tire saving program. Results for the first four months indicate that total mileage has been cut about one-third and that 128,222 miles of auto travel (or 512,888 tire miles) have been saved. This amounts to an average saving of 641 miles for each salesman per month, since it represents rerouting that will be carried out for the duration.

These savings have been effected without adverse affect on sales volume. With the baking powder industry approximately 20% behind last year's figures to date, Rumford sales are 5% ahead, giving the company a position about 23% better than the industry as a whole. With one exception, all districts are over or close to last year's quotas on both Rumford and Health Club baking powders. The company is believed to be the only one in the industry currently maintaining its same sales force, without reductions.

This progress has been made in an industry in which there are four excellent wartime reasons for sales decreases: 1. With 4,000,000 young

men in the armed forces, there is less baking being done; 2. Women employed in war work have no time for home baking; 3. With pay checks larger, people are eating out and buying a larger proportion of baked goods; and 4. Sugar rationing materially decreased home baking.

Since the Rumford plan was based on tire, rather than gasoline, saving, it was applicable to all areas, and has been well received in all areas, regardless of gasoline conditions. The company concentrates its activities in all eastern states from Maine to Florida, in midwestern and southern states. (Western areas are covered by brokers.)

Tire saving actually started the latter part of February, when Raymond E. Gaylord, general sales manager, decided that something more than wishful thinking was needed. First, he sent a complete bulletin to salesmen explaining the tire situation as Rumford saw it. Salesmen were shown that the military forces need all available rubber, that synthetics would not be available for 18 months or two years, and that the latter would offer no solution, since speeds of more than 30 miles an hour are not safe.

Salesmen were given four tire saving rules: Don't drive an extra mile to call on a jobber, chain store purchasing agent or newspaper unless specifically instructed to do so; these calls should be made in connection with your regular retail work. In cities, park your car and go on foot wherever possible. When it is necessary to make additional calls the following business day in a city several miles from home, leave your car and take the train or bus home for the night or the week-end. If the distance is 50 miles or over, it is better to stay over. Impress on jobbers the necessity of filling and delivery of specialty orders; train retailers to accept specialty orders when delivered, so you can carry less baking powder and make fewer trips.

### Higher Allowance Awarded

To those who cut their mileage satisfactorily, Mr. Gaylord offered a mileage allowance of six cents instead of the usual five cents. To the ten men achieving the best reduction records, he offered seven cents a mile. To take care of additional garage costs, he established a flat 50-cent allowance for each night an automobile is away from its home garage.

These offset, to some extent, the loss to salesmen of mileage revenue. Rumford men own their own cars, operating on mileage fees. Partly on recommendation of the company, most men had purchased new cars previous to automobile rationing, which placed additional financial burdens, especially in the wake of lower mileage fees.

To determine the extent to which lower fees would affect ability to pay installments, Mr. Gaylord sent out a questionnaire, asking if they owned their cars outright; if not, how much was owed, to whom payable, amount of monthly payments, day of month payable, and the number of payments completed. They were also asked if they could complete payments without undue inconvenience. One-third responded that they owned their cars outright; another third said they could meet all outstanding obligations; while the remainder needed help.

For the latter group, Mr. Gaylord worked out a plan whereby the company paid the finance company in full. The men are now repaying the company over a period twice as long as that provided in their original financing agreement.

Rumford salesmen attacked the problem of tire saving with real seriousness. By the end of the first five weeks, more than 50% had reduced driving substantially, only nine showing lack of judgment in doing so. In

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# *She's stepping into HIS shoes, too!*



HOMEMAKERS today face the biggest job of their lives—and so do women's magazines! With more and more men out of the buying picture, more and more women are having to take over the *entire* spending of the war-time household budget. They find themselves up against problems of buying, home management, family health, undreamed of before the war.

It is to these problems that women's service magazines are bringing the full weight of their experience and supplying the answers. No wonder they have had a 4-to-1 gain\* in high readership since the war struck home! And as the home front has mobilized, Companion circulation has risen to new records.

This is powerful evidence of a reader interest that is both wide and deep—the kind that makes advertising do a bigger, better job at the point of sale!

## **HOW'S THIS FOR SERVICE!**

Typical of the Companion's service is the big October home-making section...seven full pages on food alone...the first five a solid portfolio of color! Thus the Companion keeps head and shoulders above the 15c woman's group in this vital field...with *more* editorial pages and linage, *greater* percentage of service pages and linage, *more* features, *more* color, *higher* readership!

*Woman's* *me*  
**Companion**

**UNDERSTANDING WOMEN IS OUR FULL-TIME JOB**

\* According to L. M. Clark continuing readership survey.

June, every man received the six-cent allowance.

At the time the plan was originally announced, the company placed in effect a salesman's record system wherein each man records the daily automobile mileage to and in each city and town, thus affording a pattern by which the main sales office can check each man's routing. This is done by using a large wall map and a highway atlas. Several salesmen, for instance, were driving directly to a nearby place when they could have gone northward in one direction, returning via a southern highway, thereby covering several additional towns without extra mileage.

To the man in Chattanooga, Knoxville is an important area. He is advised to drive there covering small towns en route, covering city centre stops on foot, using his car for outlying calls. When he has to return the following week-end, he leaves his car in Knoxville, takes the train home,

picking up the car upon his return by train the next Monday.

A typical week of the man at Lewiston, Me., shows that he started from his home, driving to seven towns and arriving in Portland. About two and a half days were spent there, the man garaging his car each night, taking the train back and forth to Lewiston. On the last day in Portland, he drove to Bath, where he stayed over, returning the following day to his home city. There he completed the week. This was accomplished with 209 miles of driving, train fare totalling \$6.60 and one overnight stay costing \$3.70. All Rumford salesmen receive a flat fee of two dollars a week for noonday meals.

Routing is also checked to determine frequency of call. When there is duplication, the company asks why. Circumstances occasionally warrant more, but generally three calls a year on retail trade are considered good coverage.

This weekly report is supplemented

by a daily call report previously in use. Data include number of sales made, number of stores in which advertising materials were placed, plus driving mileage. A typical report shows that the salesman made 21 calls, resulting in nine sales and placement of advertising in 19 stores, at a cost of ten miles of driving.

The most recent phase of the tire saving program is a letter based upon a form mailing used by a Rumford salesman in 1890. With space for the customer's name and address, that letter said, "I hope to reach your city on \_\_\_\_\_ inst. Anything you may be contemplating in our line, if held until my arrival will receive prompt attention, and will be appreciated by \_\_\_\_\_."

### Letters Fill Gap

The original is reproduced on the reverse side of the current letter, which reads in part "Today history is certainly repeating itself. I can't get half enough gasoline and my tires have me worried. However, by bus, train and street car—or even if I have to walk—I'll be in to see you, but it may take a little time. In the meantime won't you please do me a favor by checking your baking powder stock today; then, fill in and mail the enclosed self-addressed postcard order for Rumford and/or Health Club. It surely will receive prompt attention, and be appreciated by \_\_\_\_\_." It is expected this will help to maintain contacts and to bring in more orders by mail.

Under routine tire saving, salesmen are off the road Fridays and Saturdays. These days are devoted to conducting store demonstrations which have materially improved the company position and fostered pleasanter retailer relations. This idea came from one of the salesmen who sought some means of publicizing the company's new sugarless recipes. Using one of the recipes, his wife baked a large cake, which was cut into 50 small squares. Distributed along with recipe folders, at a neighborhood store, Rumford sales took a sharp jump, there was a marked increase in the sale of 12-ounce cans as against the dime size, and 15 women switched to Rumford from lower priced baking powders.

That stunt won for William Mathews, Cleveland, the \$25 cash award for the best suggestion made during that quarterly period. It gave the company an idea that has subsequently been used in nearly 300 stores. Demonstrations have invariably doubled for these periods, and have produced 11,021 new customers as against 6,000 for the previous quarter.

**CENTRAL NEW ENGLAND**

**WTAG**

**Close Range**  
**Firing is far more effective**

Truer words could never be said about a rich industrial market like Central New England. WTAG holds a two to one edge over any radio station heard in Central New England. In fact the WTAG audience regularly exceeds that of all other stations according to every independent survey.

When You Buy Time—  
Buy An Audience

**WTAG**  
**WORCESTER**

**NBC BASIC RED NETWORK**  
EDWARD PETRY & COMPANY  
NATIONAL REPRESENTATIVE  
Owned and operated by  
The Worcester Telegram-Gazette

[Map of New England showing WTAG's coverage area]



# The Morals Of M I N E R V A

Minerva sprang full grown, fully clad, from the head of her old man, Jupiter, the tycoon of Roman Gods & Co. Apparently she knew where she was headed. She started right in as a career girl and ended up as the Goddess of Wisdom, the Goddess of Health and a couple of minor assignments. Some gal!

Today, Minervas in business are few, if any.

**Moral No. 1.** Don't expect your plans to be born full grown.

**Moral No. 2.** It's hazardous to plan until you know how your ideas will fit in with present conditions.

**Moral No. 3.** The road you knew well last year may be a detour today.

Wise business men call in Ross Federal. They use trained investigators, experienced in finding out the facts first. That method makes for sounder planning and enduring business.

Plan to talk to a Ross Federal man today about your plans for tomorrow.

**ROSS FEDERAL RESEARCH  
CORPORATION** • 18 EAST 48th STREET, NEW YORK  
AND 31 KEY CITIES FROM COAST TO COAST

**FIRST** with the Facts!



★ In keeping with the traditions of Southern California, the **BILTMORE HOTEL**, the largest and finest in Western America, invites you to enjoy its gay, festive, glamorous atmosphere to the fullest.

Dine and dance in the World-Famous 'Supper Club of the Stars'... The **BILTMORE BOWL**.

Luncheon in The **RENDEZVOUS**, the popular Biltmore 'Night Club in the Afternoon'. Visit the beautiful Biltmore **COFFEE SHOP**... the world's largest, most modernly equipped.

The  
**BILTMORE HOTEL**  
LOS ANGELES

1500 ROOMS • Singles \$4 to \$8  
Doubles \$6.50 to \$10



**The Hartford Courant**

Established 1764

(Sells for 4c)

Represented Nationally by

**GILMAN, NICOLL & RUTHMAN**

New York, Philadelphia, Boston  
Detroit, Chicago, San Francisco

# Sales Management

## High-Spot Cities

SALES MANAGEMENT'S Research and Statistical Department has maintained for several years a running chart on the business progress of nearly 200 large cities. The ones shown in the following columns are those where, for the 12-month period ending 60 days ahead, *retail sales* should show the greatest increases.

Two index figures are given under "Retail Sales Index," and one volume figure. Under "Rate of Change" we first show the "City Index." A figure of 126.0, for example, means that retail sales in this city for the 12-month period ending on the designated date will show a probable increase of 26% over the similar 12-month period ending a year previously . . . the second column, "City National Index" relates that city change to the probable national change for the same period. A city may have a sizeable gain over its own past but the rate of gain may be less than that of the nation. All figures in the second column above 100

indicate cities whose gains are greater than that of the U. S. A.

The third column, called "Volume of Change," gives the dollar and cents gain in retail sales for the same period as is used in the index columns.

Readers who wish to determine the *total volume* of retail sales for the 12 months ending on the designated date of the *year preceding* (1941) should use this formula:

$$\frac{\text{Gain in millions}}{\text{Percentage gain}} \times 100 = \frac{\text{Total volume}}{\text{Retail sales}}$$

To secure probable volume for 12 months ending *this year*, add gain in millions to quotient secured from above formula.

Example: City index of 126, and gain of \$52 millions: \$52,000,000 divided by 26 and multiplied by 100 equals \$200,000,000, which is total volume for period ending same date last year. Add \$52,000,000 and you get volume of \$252,000,000, as expected total for 12 months ending 60 days hence.

Suggested uses for this index: (a) Special advertising and promotion drives in spot cities. (b) A guide for your branch and district managers. (c) Revising sales quotas. (d) Basis of letters for stimulating salesmen and forestalling their alibis. (e) Checking actual performance against potentials.



### Retail Sales Estimates—12 Months Ending October 31

The accumulated retail sales gains of the past year are beginning to melt away, and it is probable that each succeeding individual month will show a smaller dollar total than similar 1941 months. The 12 month figure, which during the early part of the year showed a gain of more than 20% over a year ago, is now down to a gain of 14%. The national total for the 12 months ending October 31 is estimated by SALES MANAGEMENT at \$60,870,000,000.

As a special service this magazine will mail 20 days in advance of publication, a mimeographed list giving estimates of 12-months Retail Sales volumes and percentages for approximately 200 cities. The price is \$1.00 per year.

# One SURE Way to Reach

*Sales Management*  
High-Spot Cities — when and while they're HIGH!

## 2 Big True Story Exclusives Do This for Your Advertising

- Greatest Preponderance of Newsstand Circulation (Flexible, Recheckable)**
- Greatest Preponderance Wage Earner Family Circulation (Top Market Today)**

**TODAY**'s buying power is fluctuating! High-spot cities often spring up overnight . . . and good markets today may not be equally good tomorrow . . .

True Story can do a profitable job of moving your ads with the money. Because True Story sells a larger proportion of its circulation across the retail newsstand counter than does any other major monthly magazine. Because True Story is the only major magazine going largely to Wage Earner Family readers . . . the families who get 69¢ of every dollar spent to win the war. Through its 103,000 outlets, True Story sales are checked on the average, more than twice a week. 724 wholesale organizations see that copies of True Story are pulled out of slow markets . . . bulked up where spending is best.

That is one reason . . . why 1942's most stable advertisers (food advertisers) are giving True Story *even more advertising this year than last!*

### TRUE STORY Follows the Payrolls!

True Story has a higher percentage of newsstand than any other major monthly. And look how True Story's newsstand circulation is moving up quarter over last year:

First quarter up	<b>14.5%</b>
Second quarter up	<b>27.0%</b>
Third quarter up	<b>28.4%*</b>

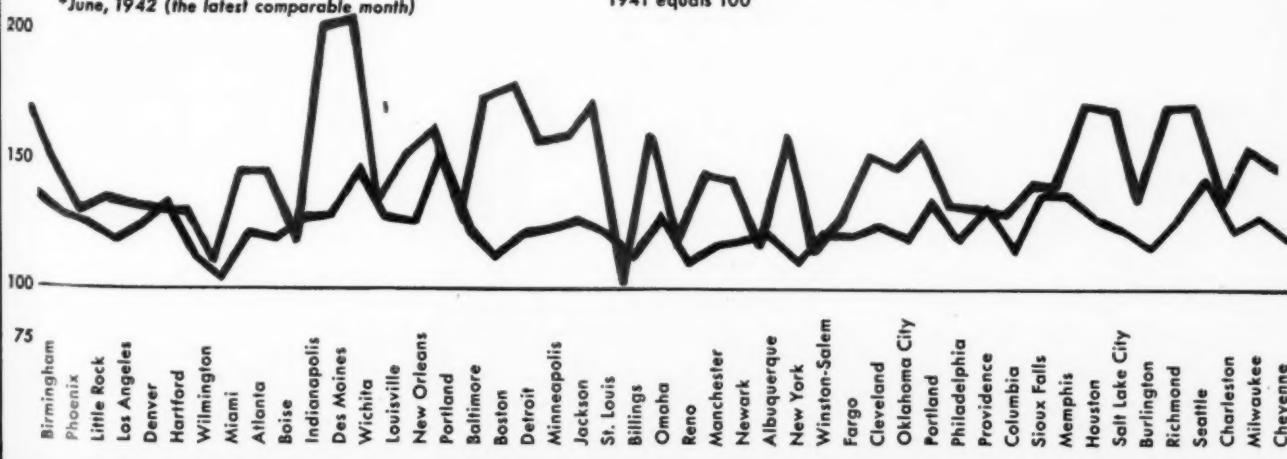
\*Includes September estimate

Here are Sales Management's retail sales figures\* for the leading city in each state. Look how closely True Story's newsstand circulation follows retail sales.

\*June, 1942 (the latest comparable month)

BLACK LINE shows the rise and fall of retail sales—1942 against 1941.  
BLUE LINE shows the fluctuation of True Story's circulation for the same month, 1942 against 1941.

1941 equals 100



# True Story

Edited for Wage Earners — the families who get 69¢ out of every dollar spent to win the war.

# Sales Management High-Spot Cities

All cities in this table should show a gain in retail sales for the year ending October 31.

Three primary points should be kept in mind in studying these tables:

1. How does the city stand in relation to its last year figure? If the "City Index" is above 100, it is doing more business than a year ago.

2. How does the city stand in relation to the nation? If the "City-National Index" is above 100 it means that the city's retail activity is more favorable than that of the nation as a whole.

3. How big a market is it? The dollar volume reflects quantity of sales. In the tables readers will find many medium-sized cities with big percentage gains but small dollar gains, many big cities with small percentage gains but big dollar gains.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with gains equalling or exceeding the national gain.

Portland, Maine, glutted with shipbuilding orders, is now the nation's Number One city in sales gains—53% better than its own last year's figure, and 34.2% better than the nation. San Diego, long in first place, drops to second place, with a city-national figure of 131.1.

Other cities in the first fifteen are: Mobile, Ala., 128.9; Augusta, Ga., 122.2; Long Beach, Cal., 119.7; Wichita, Kans., 117.5; Sheboygan, Wis., 117.2; Seattle, Wash., 116.2; Portsmouth, Va., 115.7; Passaic, N. J., 114.0; Colorado Springs, Colo., 114.0; Tacoma, Wash., 113.7; Oakland, Cal., 113.2; Sioux Falls, S. D., 112.9; Elmira, N. Y., 111.4.

## RETAIL SALES (12 months ending October 31, 1942, compared with October 31, 1941)

	Rate of Change	Volume of Change
City	City	Gain
City National Index	National Index	in Millions
U. S. A.	114.0	100.0
		\$7,475.30

### Alabama

★ Mobile . . .	147.0	128.9	22.75
★ Birmingham . . .	126.5	111.0	37.90
★ Montgomery . . .	115.4	101.2	6.05

**NEW BRITAIN**  
TOPS THE LIST OF  
CONNECTICUT HIGH SPOT  
CITIES FOR THE SIXTH  
CONSECUTIVE MONTH

A Sales Management Preferred List High-Spot City

**NEW BRITAIN HERALD** NEW BRITAIN CONNECTICUT  
REPRESENTED BY STORY BROOKS AND FINLEY INC.

### Arizona

★ Phoenix . . .	124.0	108.8	13.85
Tucson . . .	114.0	100.0	4.05

### Arkansas

★ Fort Smith . . .	125.2	109.8	5.50
★ Little Rock . . .	115.2	101.0	8.30

### California

★ San Diego . . .	149.5	131.1	80.55
★ Long Beach . . .	136.5	119.7	39.75
★ Oakland . . .	129.1	113.2	71.05
★ Stockton . . .	118.5	103.9	8.25
★ Berkeley . . .	116.3	102.0	9.25
★ Los Angeles . . .	114.7	100.6	145.55
★ San Jose . . .	114.7	100.6	8.10
Fresno . . .	113.7	99.7	9.65
San Francisco . . .	113.3	99.4	60.15
Pasadena . . .	107.9	94.6	5.10
San Bernardino . . .	105.8	92.8	1.95
Sacramento . . .	105.6	92.6	5.00
Santa Barbara . . .	105.2	92.3	1.20

### Colorado

★ Colorado Springs . . .	130.0	114.0	7.00
★ Denver . . .	115.6	101.4	32.80
Pueblo . . .	106.3	93.2	1.60

### Connecticut

★ New Britain . . .	125.1	109.7	9.90
★ Hartford . . .	124.6	109.3	38.25
★ New Haven . . .	118.5	103.9	21.10
★ Bridgeport . . .	117.5	103.1	17.80
★ Waterbury . . .	117.3	102.9	11.50
Stamford . . .	111.9	98.2	4.80

### Delaware

Wilmington . . .	107.8	94.6	7.00
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### District of Columbia

★ Washington . . .	122.5	107.5	117.95
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### Florida

Tampa . . .	113.1	99.2	8.50
Jacksonville . . .	105.8	92.8	6.10
Miami . . .	103.4	90.7	4.80

### Georgia

★ Augusta . . .	139.3	122.2	13.50
★ Macon . . .	124.0	108.8	9.40
★ Albany . . .	122.6	107.5	3.10
★ Savannah . . .	117.3	102.9	7.75
★ Atlanta . . .	115.5	101.3	36.20
★ Columbus . . .	114.8	100.7	6.00

### Hawaii

★ Honolulu . . .	118.4	103.9	30.10
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### Idaho

★ Boise . . .	117.1	102.7	4.60
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### Illinois

★ East St. Louis . . .	126.9	111.3	10.20
★ Rockford . . .	123.7	108.5	16.35
★ Moline-Rock Island & E. Moline . . .	117.3	102.9	8.25
Chicago . . .	113.8	99.8	258.05
Peoria . . .	113.8	99.8	11.45

### Indiana

★ Fort Wayne . . .	120.5	105.7	15.10
★ Indianapolis . . .	120.0	105.3	50.00
★ Terre Haute . . .	116.6	102.3	7.10
Gary . . .	112.9	99.0	7.75
Evansville . . .	112.1	98.3	7.40
South Bend . . .	110.2	96.7	7.15

RETAIL SALES (12 months ending October 31, 1942, compared with October 31, 1941)						
	Rate of Change	Volume of Change	City-Index	National Index	Gain in Millions	
13.85						
4.05						
5.50						
8.30						
80.55						
39.75						
Iowa						
71.05	★ Sioux City	123.6	108.4	11.75		
8.25	★ Cedar Rapids	119.1	104.5	8.10		
9.25	★ Des Moines	114.2	100.2	13.35		
45.55	Davenport	109.0	95.6	3.80		
8.10						
9.65						
60.15						
5.10						
1.95						
5.00						
1.20						
Kansas						
★ Wichita	134.0	117.5	26.20			
★ Kansas City	117.5	103.1	7.70			
Topeka	111.6	97.9	4.00			
Kentucky						
★ Louisville	121.3	106.4	39.60			
Lexington	111.3	97.6	3.95			
Louisiana						
★ Shreveport	118.7	104.1	10.50			
★ New Orleans	117.8	103.3	34.50			
Maine						
★ Portland	153.0	134.2	29.40			
Bangor	113.7	99.7	3.55			
Maryland						
★ Baltimore	116.5	102.2	89.45			
Cumberland	113.1	99.2	3.35			
Massachusetts						
★ Worcester	118.9	104.3	23.95			
★ Springfield	117.6	103.1	18.30			
★ Holyoke	117.1	102.7	4.90			
★ Fall River	116.0	101.7	8.75			
Lowell	110.3	96.7	4.75			
New Bedford	109.1	95.7	5.15			
Boston	108.4	95.1	49.05			
Michigan						
★ Battle Creek	119.1	104.5	6.60			
★ Jackson	118.3	103.8	7.35			
★ Lansing	117.0	102.6	10.90			
★ Bay City	115.2	101.0	4.55			
Detroit	112.8	98.9	131.20			
Kalamazoo	112.2	98.4	6.05			
Grand Rapids	109.6	96.1	10.20			
Pontiac	109.3	95.9	4.55			
Saginaw	108.4	95.1	4.10			
Flint	106.1	93.1	6.05			
Minnesota						
★ Minneapolis	118.9	104.3	58.80			
★ St. Paul	116.7	102.3	33.30			
★ Duluth	115.8	101.6	8.85			
Mississippi						
★ Jackson	120.9	106.0	7.25			
Missouri						
★ St. Joseph	118.7	104.1	6.55			
★ St. Louis	117.4	103.0	76.55			
★ Kansas City	114.6	100.5	40.30			
Springfield	113.8	99.8	4.90			
Montana						
Billings	112.3	98.5	2.90			
Nebraska						
★ Omaha	120.8	105.9	26.90			
Lincoln	105.0	92.1	2.05			
Nevada						
Reno	112.1	98.3	3.65			

New Hampshire						
★ Manchester	115.5	101.3	6.30			
New Jersey						
★ Passaic	130.0	114.0	15.05			
★ Camden	118.6	104.0	12.25			
Newark	114.0	100.0	43.40			
Trenton	111.5	97.8	9.05			
Jersey City	111.3	97.6	26.35			
New Mexico						
★ Albuquerque	114.3	100.3	4.45			
New York						
★ Elmira	127.0	111.4	9.65			
★ Niagara Falls	123.8	108.6	10.80			
★ Utica	118.6	104.0	10.25			
★ Jamestown	116.6	102.3	4.75			
★ Buffalo	114.8	100.7	47.95			
★ Syracuse	114.5	100.4	19.65			
Rochester	114.0	100.0	28.85			
Binghamton	113.1	99.2	6.50			
New York	107.5	94.3	271.50			
Troy	107.3	94.1	3.25			
Albany	103.0	90.3	2.55			
North Carolina						
★ Durham	119.7	105.0	6.35			
★ Asheville	116.7	102.4	6.05			
★ Winston-Salem	116.7	102.3	6.10			
★ Charlotte	115.2	101.0	11.15			
★ Greensboro	114.2	100.2	5.15			
Raleigh	113.8	99.8	4.60			
North Dakota						
★ Fargo	115.5	101.3	4.15			
Grand Forks	111.9	98.1	1.75			
Oklahoma						
★ Tulsa	121.1	106.2	16.45			
★ Oklahoma City	115.1	100.9	15.15			
Oregon						
★ Portland	124.4	109.1	58.20			
★ Salem	121.6	106.6	5.60			
Pennsylvania						
★ York	120.9	106.0	8.55			
★ Erie	120.7	105.9	14.35			
★ Johnstown	116.4	102.1	8.00			
★ Harrisburg	116.1	101.8	10.05			
★ Philadelphia	115.1	100.9	151.75			
Lancaster	113.6	99.6	5.80			
Williamsport	113.6	99.6	4.10			
Pittsburgh	112.7	98.8	62.85			
Scranton	111.7	98.0	7.20			
Wilkes-Barre	111.5	97.8	5.80			
Allentown	111.1	97.5	6.80			
Altoona	105.2	92.3	2.35			
Reading	104.0	91.2	2.70			
Rhode Island						
★ Providence	122.8	107.7	40.85			



**SAN DIEGO**  
 "has an ear for"  
 your wartime message  
 because:  
**OVER 1/2 OF ALL WORKERS**  
 are directly employed in  
**WAR PRODUCTION**

San Diegans are definitely interested in your morale-building, industrial relations message. We are plane builders -- ship builders -- chute makers -- parts makers here -- and we want your story. Best told in the San Diego Union and Evening Tribune-Sun. One "buy" does the job!

**SAN DIEGO UNION  
 and TRIBUNE - SUN**

REPRESENTED NATIONALLY BY WEST-HOLLIDAY CO., Inc.  
 New York • Chicago • Cleveland • Denver • Seattle • Portland • San Francisco • Los Angeles

**RETAIL SALES**  
(12 months ending October 31, 1942, compared with October 31, 1941)

Rate of Change	Volume of Change	City-Index	National Index	Gain in Millions
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**South Carolina**

★ Greenville ..	125.7	110.2	9.30
★ Charleston ..	121.4	106.5	9.55
Columbia ..	110.2	96.6	4.85
Spartanburg	109.9	96.4	2.75

**South Dakota**

★ Sioux Falls ..	128.7	112.9	9.00
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**Tennessee**

★ Memphis ..	125.8	110.3	50.45
★ Chattanooga ..	123.1	108.0	16.85
★ Nashville ..	117.1	102.7	17.40
★ Knoxville ..	115.2	101.0	10.05

**Texas**

★ Wichita Falls ..	123.7	108.5	7.25
★ Fort Worth ..	123.5	108.3	26.60
★ Waco ..	122.1	107.1	6.50
★ Dallas ..	121.4	106.5	47.40
★ Houston ..	120.8	106.0	52.85



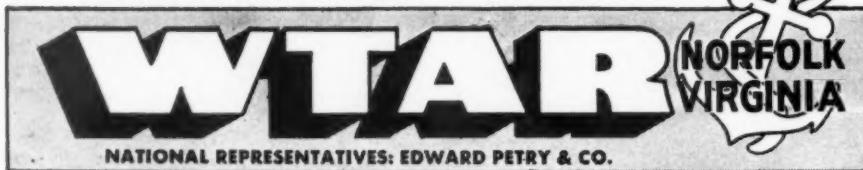
**In NORFOLK She buys  
from WTAR's 157 Leading  
American Advertisers\***

There are now 1,007,078 people in the Primary Service Area of WTAR — an army of shopping home-makers with more money to spend than they've ever had before.

The Norfolk Market is now one of the most active Naval, Military, and War Production centers in the entire Nation. 157 alert advertisers (some of whom have been on WTAR for 18 years) are now enjoying almost unprecedented sales in this rich area. (★Write for our classified list of advertisers.)

There is still some choice time available on WTAR. Contact Edward Petry & Co. immediately or write to us for further information.

5,000 WATTS DAY AND NIGHT • NBC RED NETWORK



**Texas (Cont'd.)**

★ Beaumont ..	116.6	102.3	6.30
★ San Antonio ..	114.8	100.7	9.15
★ Austin ..	114.8	100.7	6.35
Galveston ..	110.0	96.5	2.75
El Paso ..	107.9	94.6	4.55

**Utah**

★ Salt Lake City ..	118.2	103.7	16.75
★ Ogden ..	117.8	103.3	4.70

**Vermont**

Burlington ..	112.3	98.5	2.65
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**Virginia**

★ Portsmouth ..	131.9	115.7	7.85
★ Norfolk ..	124.7	109.4	23.50
★ Richmond ..	118.5	103.9	24.75
Lynchburg ..	111.9	98.1	3.15
Roanoke ..	106.8	93.7	3.15
Newport News ..	105.0	92.1	1.40

**Washington**

★ Seattle ..	132.5	116.2	99.75
★ Tacoma ..	129.7	113.7	24.50
Spokane ..	110.1	96.6	8.50

**West Virginia**

★ Charleston ..	116.2	101.9	9.20
Huntington ..	110.0	96.5	4.10
Wheeling ..	105.3	92.3	1.94

**Wisconsin**

★ Sheboygan ..	133.6	117.2	8.95
★ Superior ..	126.2	110.7	5.10
★ Milwaukee ..	120.5	105.7	73.85
★ Manitowoc ..	119.1	104.5	3.05
★ Green Bay ..	115.1	101.0	5.00
La Crosse ..	109.8	96.3	2.35

**Wyoming**

Cheyenne ..	112.0	98.2	2.20
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**Buy War Bonds  
and Stamps  
TODAY**

SIGNS OF LONG LIFE  
by ARTKRAFT  
SIGN CO., LIMA, OHIO

**WANTED!  
AN UNUSUAL MAN**

One of the fastest growing organizations of its kind in the country is in need of a man who can qualify in the following fields: (1) Publicity and public relations (2) Writing and preparing educational meetings (3) Writing copy for dealer advertising. Write Box 1020. Give full details as to experience and salary expected. Sales Management, 386 Fourth Avenue, New York, N. Y.

30  
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20

## WDRC is THE BUY!

In Hartford, WDRC is the buy . . . with one low rate for all advertisers . . . national, regional and local. Use WDRC to do a big job at a low cost . . . in this important market.

THE ADVERTISING TEST STATION IN  
THE ADVERTISING TEST CITY  
BASIC CBS, HARTFORD

# WDRC

CONNECTICUT'S PIONEER BROADCASTER

## Media & Agency News

### Maloney, Newell-Emmett Merge Organizations

T. J. Maloney, Inc. and Newell-Emmett Co., New York agencies, have consolidated their businesses. Members of the Maloney staff have moved to the Newell-Emmett offices and the combined business will be conducted under the latter's name.

The change has been under consideration for some months, initially by reason of T. J. Maloney's decision as a former Annapolis graduate to join the Navy. It was delayed by his recent serious automobile accident, from which he has now practically recovered. It is expected that he will become a Newell-Emmett partner on his return from the service.

Personnel from the Maloney agency will continue to serve Maloney accounts. Frank Gilday, former treasurer and account executive of T. J. Maloney, Inc., is already in the service. He, too, will join Newell-Emmett on his return.

### Agency News

Despite widespread publicity given to the split-up last April of the former Gerth-Knollin Agency, San Francisco and Los Angeles, a large volume of mail is still being addressed to this now non-existent firm. James C. Knollin, one of the former partners, asks SALES MANAGEMENT to publicize the correct names and addresses of the two agencies:

Knollin Advertising Agency, 111 Sutter Street, San Francisco, and 1709 West 8th Street, Los Angeles; Gerth-Pacific Advertising Agency, 68 Post Street, San Francisco, and 1709 West 8th Street, Los Angeles.

There is no connection between these two "4A" agencies, although both have offices in the same building in Los Angeles.

\* \* \*

*Off To War:* George S. Lyman, art director for Roche, Williams and Cunningham, has been commissioned in the Military Police division of the Army. His son is in the Air Corps. . . . Hubert F. Townsend takes leave of absence as vice-president of Sherman K. Ellis & Co., N. Y., to accept a captaincy in the Army Air Force. Robert McKean, production manager, is also joining the Army. His place will be taken by Kennedy Crumrine, with Joseph Cushing as assistant. The art department will be headed by George B. Croll, art

director, and Robert S. Cox, associate director. . . . H. Hawley Myers, account executive of Cowan & Dengler Inc., N. Y., has been appointed second lieutenant in the Army Air Corps. Helen F. Bond, space buyer for the agency, succeeds Lt. Myers. She will also direct the media department.

\* \* \*

Clarence B. Goshorn has been elected president of Benton & Bowles, N. Y. He has been vice-president and board member for several years. Atherton W. Hobler, president of the agency since 1932, is now board chairman. Chester Bowles, OPA Administrator for Connecticut, assumes the newly created office of vice-chairman.



John J. Tormey moves up.

John J. Tormey is appointed vice-president of Lord & Thomas, N. Y. He is now in his 20th year with L & T, having joined in 1922.

\* \* \*

M. St. John Brenon joins the creative staff and plan board of the Detroit office of Brooke, Smith, French & Dorrance. He was formerly vice-president of Maxon, Inc., and account executive of Ruthrauff & Ryan. . . . Franklin Owens succeeds George Kern as radio time buyer of Benton & Bowles, N. Y. He joined the agency in 1941. Previously, he was with NBC and BBDO. . . . Hudson F. Meyer, formerly art director and production manager of Alfred Lilly Co., joins Needham & Grohmann, N. Y. as production manager. Previously he was promotion manager of the Long Island *Daily Press*. He replaces Samuel Boyd, now in the armed forces. . . . Martin Deane Wickett, formerly in charge of radio production for Erwin, Wasey & Co., N. Y., has been appointed assistant radio director. He will assume operational responsibility of the radio department. . . . H. B. Trautman succeeds Virginia Bothwell as radio director of W. Earl Bothwell, Pittsburgh. He was formerly continuity director for Station

WWSW. Miss Jean Albright succeeds George Platacz as assistant art director. Mr. Platacz is now in the Marines—the fourth agency executive to join the Service. . . . Laurence S. Staples resigns as vice-president of Ferry-Hanly, after 14 years with the agency's Kansas City office. He was recently elected a director of Midland Flour Milling Co., N. Kansas City, Mo.

\* \* \*

Accounts: Pierce's Proprietaries, Inc., Buffalo, N. Y., to *Duane Jones Co.*, N. Y., for Dr. Pierce's Golden Medical Discovery and Dr. Pierce's Favorite Prescription. An extensive radio campaign is planned starting October 1. . . . Crown Products Corp., Philadelphia, manufacturers of Crown rug cushions to *J. M. Korn & Co., Inc.*, same city. . . . Enterprise Engine and Foundry Co., San Francisco, to *Robert B. Young*, there. Enterprise is "the largest builder of diesel engines in the West," and also has oil burner and process machinery divisions. . . . Muzak Corp., N. Y., which furnishes music to restaurants, apartment houses, factories, to *Erwin, Wasey & Co., Inc.*, N. Y. . . . Swing-O-Ring, Inc., subsidiary of the Fred Goat Co., Brooklyn, to *Lewis Advertising Agency*, Newark. Magazines and direct mail will be used. . . . Chicago & Southern Air Lines, Memphis, to *Lake-Spiro-Sburman*, same city. Newspaper and outdoor ads are scheduled. . . . Gordon Fennell, Cedar Rapids, Iowa, to *Irwin Vladimir*, N. Y. . . . C. B. Cottrell & Sons Co., Westerly, R. I., manufacturers of high speed multi-color printing presses to *O. S. Tyson & Co., Inc.*, N. Y.

### Magazines

George Hanyen joins the eastern advertising staff of *Charm* magazine. He was formerly eastern advertising manager of Davidson Publishing Co., Chicago. . . . William M. Stedman joins *Newsweek's* advertising sales staff. He was formerly advertising coordinator of R. H. Macy & Co. Howard M. Dodge joins the Chicago advertising sales force. Most recently he was with *House Beautiful*. . . . Charles R. Arbry is appointed assistant to the publisher and business manager of *Young America*. . . . Irene Wesley, for 17 years in charge of advertising schedules and contracts of *Liberty*, N. Y., joins the staff of *Aero Digest* in a similar post. William J. O'Connor, recently with *American Home*, has been placed in charge of advertising production of *Aero Digest*. . . . J. M. Willem, formerly manager of sales and market research of Stack-Goble ad agency, Chicago, has joined the staff of *Good Housekeeping*, same city.

Liberty Magazines, Inc., has been formed by Macfadden Publications to take over and publish *Liberty* under management separate from the parent corporation.

Paul Hunter will be president and publisher. He continues as publisher of *Screenland*, *Silver Screen* and *Movie Show*.

No change will be made in *Liberty*'s size or format. Advertising and circulation policies also continue as before. Newsstand circulation will be handled by Macfadden Publications.

A citation "for distinguished service rendered in behalf of the National War Savings program," has been awarded by the U. S. Treasury Department to Parents' Institute Inc., publishers of *Parents', Calling All Girls, True Comics, Real Heroes and How Boys and Girls Can Help Win the War*.

*Sports Afield* increases its single copy price to 20 cents, beginning with the October 1 issue. . . . *Outdoor Life* announces an average net paid circulation for the first six months of the year of 328,520

—an increase of 32,534 over the same period last year. . . . *Iron Age* has printed 3,728 pages of advertising in the first seven months of this year, as compared with 3,063 pages last year—a gain of 665 pages, or 21.7%.

\* \* \*

Largest advertising revenue in October issues of Fawcett Women's Group of any October in the company's history is announced by Fawcett Publications, N. Y.

\* \* \*

Audit Bureau of Circulations announces the following new publishing members: Daily newspapers: *Sun*, Chicago, Ill.; *Messenger*, Homestead, Pa.; *Evening Herald*, Rock Hill, S. C.; weekly newspapers: *Banner*, Jefferson, Wis.; *Leader-News*, Waupun, Wis.; *News*, West Bend, Wis.; *Register*, Whitewater, Wis.; magazine: *Stardom*, Chicago, Ill.

\* \* \*

*Publishers Weekly* appears in "new dress" for the first time in 70 years. Charles C. S. Dean redesigned the publication.

### Newspapers

The Chicago Tribune recently initiated a program of giving public recognition to outstanding war workers and conferring on such workers gold lapel buttons. The first of these war worker's awards went to a Chicago mechanic who devised a short cut in the making of machines used in arsenals and other war work.

\* \* \*

Paul C. Smith, former editor and general manager of the San Francisco Chronicle, moves from press officer in the Navy Department, Washington, to the Office of War Information. There he will be assistant director of the domestic branch and chief of the news bureau, succeeding Robert Horton.

\* \* \*

H. E. Mabe is now publishing the Clinton Daily Press in Clinton, N. C.

\* \* \*

The Chester, Pa., daily Times has resumed publication after a suspension caused by a Guild strike which started last November. Alfred G. Hill has leased the Times property and has entered into an agreement with the Guild which provides for the return of both striking and non-striking employees.

Prior to July 1 Mr. Hill was vice-president and general manager of the Jamestown, N. Y., Post-Journal. He is president of the Fremont, Neb., Guide and Tribune. C. L. Eanes, new director of advertising, was associated with Mr. Hill in Jamestown and was for nine years ad director of Albuquerque, N. M., papers.

\* \* \*

Newspaper lineage in 52 cities totaled 89,411,238 lines in July, according to

Media Records, Inc. For the same month last year it was 88,828,480 lines.

Comparing the gain and loss percentages of July, 1942, and July, 1941, MR finds that retail gained 6.3%; general 6.8; department stores 7.2; total display, 4.3. Automotive lost 25.5; financial, 14.4; classified, 10.2. Total advertising gained 0.7. Comparison of the period January 1 to July 31 for this year and last shows a decline of 7.4%.

\* \* \*

E. R. Richer, v.p. in charge of advertising for Hart, Schaffner & Marx, is now promotion manager of the Chicago Sun.

\* \* \*

Philadelphia Evening Bulletin issues the 1942 edition of its directory of food distributors and manufacturers' representatives in the Philadelphia area. Listed are shipping details, names of officers, names of buyers with lines purchased, buying days and hours. Territory covered by each distributor and types of advertising used are also given. Association of Manufacturers' Representatives of Philadelphia and Food Distributors Association of Philadelphia cooperated in the publication.

\* \* \*

The A. N. P. A. Advertising Bulletin No. 14 discusses the extent to which advertising is an admissible cost in War and Navy Department contracts. Interpretative material indicates that some institutional advertising is permissible, but advertising to sell goods is not.

### Business Papers

Lew Schwartz has purchased from the estate of the late William Margolis the five publications issued by Liquor Publications, Inc., N. Y. Mr. Schwartz now is president and publisher of *Wine & Liquor Retailer*, *Spirits* combined with *American Wine & Liquor Journal*, *Monopoly State Review*, *Liquor News*, *Red Book Directory of the Wine & Liquor Trades*. For the past five years he has been managing editor of the publications.

\* \* \*

Charles C. Swearingen is now associate editor of *Bakers' Helper*, Chicago. For the past ten years he has been editorial director of Stevens-Davis Co., Chicago publishing firm.

\* \* \*

A. W. B. Laffey joins Putnam Publishing Co., Chicago, as assistant publisher of *Chemical Equipment Preview* and *Food Equipment Preview*. He was formerly vice-president and general manager of *National Provisioner*, same city. . . . E. S. Sensenderfer, for many years advertising manager of Raybestos-Manhattan, Inc., resigns to accept a similar position with *Transport Topics*, official publication of the American Trucking Association. . . . Dr. Peter J. Conroy is named pharmaceutical editor of *Chain Store Age* (Druggist Edition), succeeding Dr. William J. Bonisteel, who has joined the Board of Economic Warfare for the duration.

### Radio

A new Radio City has been officially dedicated by Milwaukee station WTMJ, owned by the Milwaukee Journal. The million dollar project houses all WTMJ-W55M activities, sales, programming and executive offices with provision for future television station WMJT.

The building is on the bank of the Milwaukee River, four miles north of the downtown business area. It was officially thrown open to the public on August 23.

SALES MANAGEMENT

**CALLING ALL TRAVELERS!**  
KEEP YOUR EXPENSES IN  
**BEACH'S**  
"Common Sense"  
**EXPENSE BOOKS**  
Get them from your  
stationer or write to  
**Beach Publishing Co., Detroit, Mich.**  
7336 Woodward Avenue

Chicago's distinctive hotel... moderate rates... central location... quiet rooms... bring the kiddies — no extra charge  
OTTO K. EITEL  
Mng. Director



**CHICAGO**  
**BISMARCK**  
HOTEL RANDOLPH AT LA SALLE

MONTRÉAL  
TORONTO  
WINNIPEG

**GIBBONS KNOWS CANADA**  
J. J. GIBBONS LIMITED • ADVERTISING AGENTS

REGINA  
CALGARY  
EDMONTON  
VANCOUVER

**WTEN**  
5000-1000 WATTS • BLUE NETWORK  
MINNEAPOLIS—ST. PAUL'S best buy  
Ask your Agency to ask the Colonel!  
FREE & PETERS, Inc., National Representatives



Columbia Broadcasting System has bought the operating facilities of Station WEEL, Boston. Columbia has operated WEEL for the past six years under lease from the Boston Edison Co. No change in policy, personnel or program setup is involved.

**A Message to Newspapers, Magazines, Radio Stations and other Sellers of Advertising.**

## **Is your BOOKLET DISTRIBUTION on the Beam?**

• We're not referring to the subject matter, format and artwork . . . though, in a way, we are, since a good promotion piece deserves bulls-eye effectiveness throughout its entire distribution.

• Before you get into production on your next booklet ask for **SALES MANAGEMENT's** two-way formula that cuts costs while keeping distribution on the result beam.

• The price of a postage stamp can mean a big saving and a better-than-average response. All that's necessary is a line about the size of the proposed booklet and the number of pages.

**SALES  
MANAGEMENT**  
386 Fourth Ave.  
New York, N. Y.

Since the complete separation of the Red and Blue networks some months ago, National Broadcasting Co. has been gradually eliminating use of the term "Red Network." Explains Roy C. Witmer, NBC vice-president, "We feel that from now on 'Red' is no longer necessary to designate the network operated by National Broadcasting Co. Effective September 1 we shall use only National Broadcasting Co. or NBC."

\* \* \*

For the fourth successive year the baseball World's Series will be broadcast over nearly 300 Mutual stations. Gillette Safety Razor is the sponsor.

\* \* \*

Charles E. Rynd, former sales service manager of the Blue Network, succeeds Lunsford P. Yandell as treasurer of the company. Mr. Yandell is on leave of absence with the American Red Cross in London. Mr. Rynd was formerly assistant sales traffic manager of National Broadcasting Co. . . . Harry Murdock, formerly with the *Evening Public Ledger*, Philadelphia, is now assistant director of publicity and station promotion of WCAU, Philadelphia. . . . Barney Lavin, sales manager and assistant manager of WDAY, Fargo, N. D., for the past six years, is now station manager. He continues as sales manager. . . . T. B. Ellsworth, former director of advertising and publicity of Ross Federal Research Corp., N. Y., succeeds John V. Sullivan as sales promotion manager of WJZ.

## **Form N. E. Network**

The New England Regional Network has formed with headquarters in Hartford. It consists of basic stations WBZ, Boston; WCSH, Portland; WJAR, Providence; WLBZ, Bangor; WTIC, Hartford. Supplementary stations are WFEA, Manchester; WDRO, Augusta. In addition, for those advertisers desiring it, New York coverage is available.

Network operations will be administered by Lee Wailes, of Westinghouse; J. J. Boyle, of WJAR; William H. Rines, of

WCSH; Thompson Guernsey, of WLBZ; and Paul W. Morency, chairman of WTIC. Weed & Co. will be national representatives, and will open a Boston office to handle New England business.

Production facilities without extra charge are available in Hartford, New York and Boston.

## **Time Buys Into WQXR**

Time, Inc., publisher of *Time*, *Life*, and *Fortune*, has bought 1,000 shares of the preferred stock of Interstate Broadcasting Co., owner of station WQXR, N. Y.

Although there is "no change in the ownership of the common stock or in the management of the Interstate Broadcasting Co.," Time, Inc., will be represented on Interstate's Board of Directors. Joel Sayre and Finis Farr, formerly with the editorial staff of the *March of Time*, will work with Elliott M. Sanger, general manager of WQXR, and staff in developing new radio programs. "There will be no change in the policy of WQXR," says John V. L. Hogan, president. "The station will continue to emphasize good music, and the addition of *Time's* facilities will now make it possible to supply authoritative news of a quality as high as our musical standards."

\* \* \*

Jack Latham is appointed assistant sales manager of Mutual Broadcasting System. He recently resigned as executive vice-president of the American (FM) Network, and was formerly president of American Cigar & Cigarette Co.

## **WE NEED 3 OUTSTANDING SALESMEN**

We operate plants in the East and West, manufacturing a non-critical, priority-proof line of packaging specialties such as printed cellophane wraps and sheets, cellophane, glassine, coffee, window and heat-seal bags, in a full range of shapes and sizes. Altho the Food Industry (bakers, candy manufacturers, coffee roasters, macaroni manufacturers, potato chip and pretzel manufacturers, super markets, chain grocers, wholesale grocers, etc.) is the principal user of our goods, the textile and industrial groups also account for a large volume. If you are now calling on all or some of the above trades and can handle another side-line, we are prepared to make you a proposition that will not only be immediately profitable to you but also afford you an opportunity to improve your future position in and with our company. Please give us a complete resume of your business background when writing, Box 1022, Sales Management, 386 Fourth Avenue, New York.

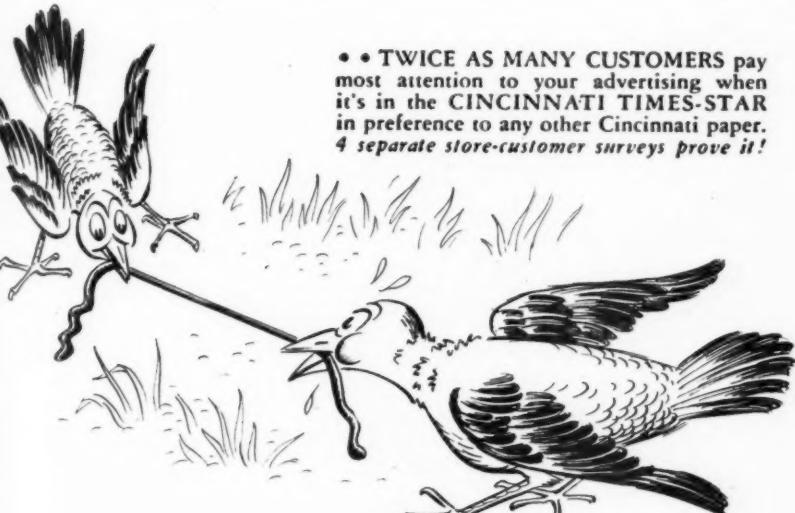
## **MANUFACTURERS**

Manufacturers representative, thoroughly experienced with procedure of obtaining war material contracts, wants immediate connection. Salary only. Box 1021, Sales Management, 386 Fourth Ave., New York.

## **PHOTOSTAT PRINTS**

Photostat reproductions only 12c, letter size; (in quantities still less). Strengthen sales promotions with prints of testimonial letters, orders, etc. For office duplication, often costs less than typing or contact boxes.

MATHIAS and CARR, Inc.  
165 Broadway; 1 East 42nd Street  
Cortland 7-4836



**TWICE AS MUCH ATTENTION!!**

# COMMERCIAL

BY RAY BILL



**"E"** FLAGS FOR PROFIT MAKERS. Too often political practices which proved successful for office seekers to follow in peacetimes turn out serious handicaps to successful prosecution of the war. Under this heading, we can think of no more fallacious campaign material than the idea that business profits are a curse and that all profits should be taken out of war.

Peace loving America became an easy mark for all-out peace following the World War. The leaders of our Army and Navy became conspicuous by their civilian clothes rather than their aggressive battling for appropriations to keep our armed mechanization up to reasonable requirements in a modern but far from peace-saturated world. They were checked, no doubt, chiefly because our political leaders feared public opinion even when it came to proper defenses for our country.

Of course, no one favors anybody becoming extremely rich through business efforts wholly premised on helping one's country win the war. But because this broad thesis makes good sense, we must be careful not to go overboard through failure to use sound perspective. The bugaboo contained in the capsule of "take the profits out of war" has long since been solved in major degree and will presumably be solved in even greater degree through the very simple but highly effective process of taxation.

Practically the whole profit system has been turned over to the United States Government to help win the war. It is high time that political leaders make this point completely clear to the American public.

It should not take anybody very long to point out what taxes do to big personal incomes in these days of war. Similarly, it should not take long to point out that companies running into the so-called excess profits range soon find they are paying about 85% of all their earnings to the Federal government. Under such circumstances, companies which can command large incomes should be heralded as heroes instead of smeared as offenders.

The times have become propitious for making business highly profitable instead of unprofitable, so we can finance the terrific cost of war. The American people should be made to realize that taxes are paid, chiefly out of profits and that without profits there can be no large income tax revenues. Finally, since money is the requisite to guns,

ships, and planes, it seems appropriate for the Treasury Department to initiate a program of giving out the equivalent of "E" flags to companies who succeed in earning substantial profits so they can then turn over the biggest part thereof to their government. This does not mean we oppose the Army and Navy giving out honor flags for production victories but only that we believe companies should *also* be honored for doing an outstanding job in raising the revenues *also* vitally needed to win.

♦ ♦ ♦

**T**HE VAST POST WAR DEMAND. We commend the Chamber of Commerce of the United States for undertaking continuous surveys of consumer markets to help government and business measure and plan for the post-war public demand for goods, because this program recognizes the necessity of maintaining employments and standards of living at substantially high levels when peace again blesses our land.

What will happen after the war might be left far too largely to individual opinions of a more or less questionable value. Modern marketing research can ascertain on a factual basis very tangible data on the accumulated demand for this and that type of product and the public attitude toward what it will need most and buy first.

Preliminary tests already reveal the public to be acutely conscious of exactly what things it would like to buy and almost certainly will buy within six months of the war's end. About 80% of the individuals interviewed said they are now ready to make one or more major purchases of specific articles if it were not for the war. The survey also indicates that the American habit of installment buying will continue to be a major factor in large consumer purchases. Of those families interviewed in the pilot canvass 12% stand ready to buy new automobiles, 11% new washing machines, 10% new refrigerators, about 3% new homes and 30% are ready to repair and improve their present homes.

The Chamber is employing only personal interviews in keeping with the most advanced marketing research techniques pursued by individual business concerns. Sales executives should follow the continuous research conducted by the Chamber and encourage the maintenance and development of this important activity.